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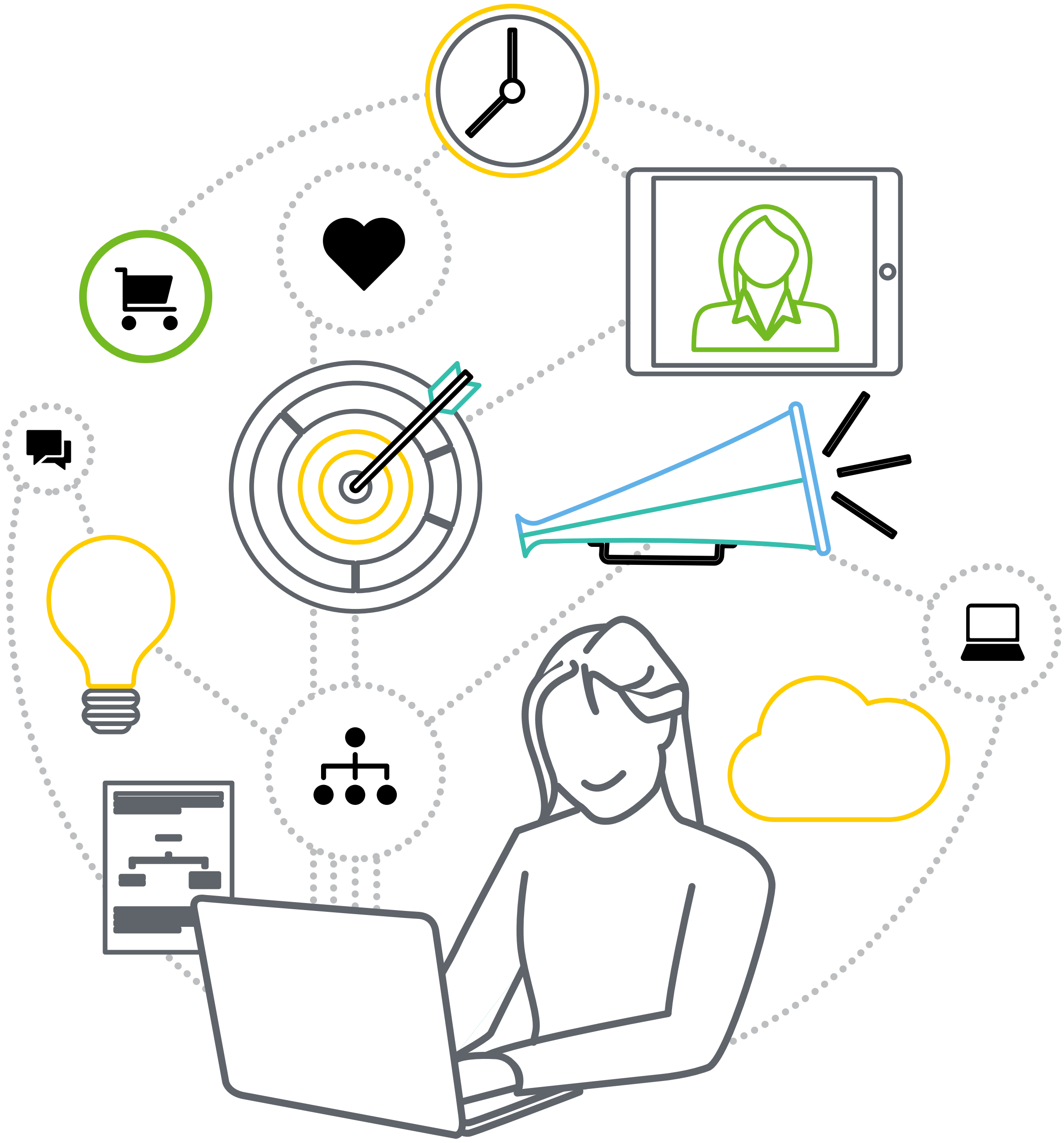
Digital



How the right CX Operating Model can pave the way to future success

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Introduction

Relevance of CX

How often have you heard people wonder why a certain company doesn't offer the level of convenience they find at Amazon, the personalization they experience at Netflix or the unique terminal and inflight experience of a flight with Delta Airlines. These successful players have one thing in common: they built their business models on customer data and tailor all of their activities to the customers' needs.

Executives of some traditional companies may have noticed these demands but ultimately ignored them. For many companies, responding to new customer expectations means a radical departure from the status quo. In the past, the objective was operational and product excellence or productivity and performance improvement. Today, they understand that it takes more to achieve long-term success. With customer expectations on the rise, only those companies able to translate expectation into experience will win the battle. Companies are compelled to design connected experiences, irrespective of the touchpoint or channel, so that customers can enjoy them whenever, wherever and however they choose. In a nutshell, organizations that carefully manage the customer experience can maximize customer satisfaction and improve their bottom line.

> "Customer Experience is the new brand."
>
> **Shep Hyken**

Fig. 1 – Why we believe Customer Experience is so important

Nr. 1 – Differentiation

Companies that create a unique customer experience can differentiate themselves from their competitors. Forecasts expect customer experience to overtake price and product as the key brand differentiator for consumers by 2020.[1]

Nr. 2 – Promotion

Studies show that customers tend to mention a good brand experience to an average of nine people, but will tell 16 people about a bad one.[2]

Nr. 3 – Customer spend

Customers who have the best past experiences spend 140% more compared to those who have the poorest past experiences and are 4.5 times more likely to pay a price premium.[3] What is more, customers who have a high-quality experience are 3.6 times more likely to buy additional products and services from a brand.[4]

Nr. 4 – Loyalty

Customers who have a high-quality experience are 2.7 times more likely to keep doing business with a brand than those with a low-quality experience.[4]

Nr. 5 – Cost to serve

Delivering great experiences reduces the cost to serve customers by as much as 33%.[3] Recommendations bring in new customers with 0 marketing-related acquisition costs.[4]

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[1] Walker into Differentiator

[2] "Customer Experience is the Future of Marketing," Forbes, 2015

[3] "The Value of Customer Experience, Quantified," Harvard Business Review, 2014

[4] Deloitte Project Experience

CX Challenges

For most companies, getting the customer experience right looks easier than it is, and many of them believe they are already doing a good job. In our daily experience, however, we often see a large gap between the experience customers expect and what is actually delivered. But why is this the case? What are the major challenges we are seeing out there today?

Fig. 2 – Core CX Challenges

Broken Customer Connectivity
Although top management may clearly express a willingness to focus on the customer, we see many legacy organizations, often built on product lines, suppressing the kind of customer-centric initiatives that make customer experience the core business proposition.

Insufficient Data Insights
Too often, decision-makers are unable to derive meaningful insights for their organization by connecting diverse data sets. Today's companies have broad access to customer data, but many lack the expertise to put this enormous amount of data to optimal use. This makes CX initiatives less efficient, as they cannot work without relevant information about consumer preferences and behavior. Decisions are often made based on gut feeling rather than on a solid evidence base.

Misaligned CX Understanding
Departments often lack an aligned understanding of their CX strategy. They have not sufficiently defined the necessary internal processes, functional interfaces, CX principles and responsibilities. This inevitably results in a misunderstanding of "who needs to do what".

Incomplete CX Measurement
Budget owners and stakeholders who expect a substantial return on their investment need transparency on performance to advocate for CX within an organization and to manage their projects and programs effectively. The reality is, however, that organizations often struggle to find the right metrics to clearly link their customer experience efforts to meaningful business results.

Lagging Technological Infrastructure
Based on our discussions with clients, we believe most companies understand that the current stage of digitalization demands a new kind of technology platform flexible enough to cope with the pace of change. However, companies are often unable to renovate their legacy IT architecture fast enough to keep up with changing business demands. They need dedicated personnel to ensure that the new tools and systems fit seamlessly into the overall enterprise architecture and capability planning. Companies that ignore this key challenge have a detached technological backbone that is unable to deliver the required data for the right metrics and actions.

Online Obsession
Over the last decade, companies have replaced numerous offline touchpoints with digital interfaces like websites or apps. This has led to a strong focus on online touchpoints and a tendency to neglect the holistic customer journey that comprises online as well as offline touchpoints. In the end, placing online and offline in separate silos, focusing solely on one rather than the other, or failing to actively manage cross-channel integration will prevent companies from establishing a seamless customer experience with the right glue keeping all of the activities stuck together.

CX Hyperactivity
Improving customer experience is a top priority for most companies, spawning countless projects and programs that directly or indirectly aim for an improved CX. However, based on our experience, trying to do everything at once is one of the main reasons major market players deliver such poor experience.

Case Study –

Creation of a customer-centric operating model for Bank ABC

The root cause for CX challenges is quite often a company's current operating model, its inability to translate new customer-centric strategies into distinct operational tasks. That is why companies need to effectively rebuild or at least adapt their existing customer experience operating model.

One of our clients, which we'll call Bank ABC, was not satisfied with its present operating model. Management felt that both the alignment of its capabilities and the agility of its execution was preventing the company from achieving its objectives for 2020. They believed that decision-making powers and accountabilities in particular were causing inefficiencies. The goal of becoming the best regional bank by delivering what matters most to their customers seemed at risk. In response, Bank ABC reached out to Deloitte for support in developing the right CX operating model that included:

- An optimized operational structure to drive collaboration and engagement around the customer
- An appropriate balance between loyalty to the current corporate culture and any behavioral changes that might be required to realize the stated objectives
- Aspiring to achieve an agile and nimble structure while also complying with regulatory requirements

Based on our approach, Bank ABC developed a future-fit CX operating model and introduced a number of distinctive changes and actions to improve the existing one. These were mapped in 4 major design dimensions:

1. Structure & Functions

Since the organization had grown over time without establishing dynamic processes and the right roles and responsibilities, we developed a CX operating model that would enable greater customer centricity and agility within the organization. Teams and organizational levels were broken down along 4 core dimensions to enable customer proximity:

1 Customer experience delivery (channels in which customers interact with Bank ABC),

2 Customer experience design (tracking and improving the customer experience),

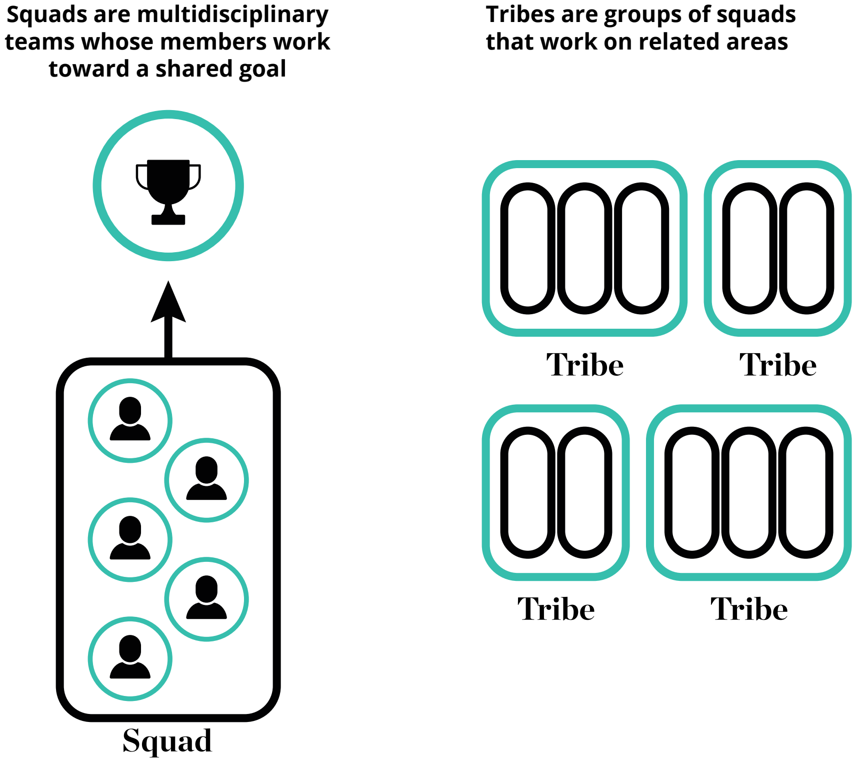
3 Operational enablement (providing enabling services and processes to support the delivery and design layers) and

4 Support functions (supporting the bank's core operations to focus on delivering their purpose). The customer experience team was incorporated as a separate entity into the organization and led by an executive general manager (EGM) who reports directly to the CEO.

2. People & Talent

To support the new organizational design, Bank ABC created cross-functional teams for the Customer Experience Design stream. Those were established similar to the ones Spotify is successfully using for years, and are now responsible for designing and optimizing new and legacy processes within agile working tribes and squads.

Fig. 3 – Agile teams organized in Squads and Tribes



Squads are multidisciplinary teams whose members work toward a shared goal

Tribes are groups of squads that work on related areas

The strategic focus was on new and future talent models to support the capabilities the bank needed, including exploring partnerships and accessing external talent. Talent was embedded within a test-and-learn culture to promote innovation – “think big, start small and act fast”. By prioritizing the wider business outcomes ahead of team/personal outcomes, the bank adopted true enterprise leadership.

Instead of the product offering, the focus is now on the bank’s interactions according to the wishes expressed by the customer. The new structure incorporated a wide range of human touch points and ensured a uniform experience across all channels and platforms.

Immediate feedback suggested that the established operating model energizes leaders and enables teams to own independent missions, increasing communication, trust, knowledge and ultimately the organization’s ability to deliver to its customers.

3. Governance & Power

Together with the client, we shifted the leadership approach from “command and control” to “guide and influence” so as to foster a decentralized decision-making process spread across the organization. In order to ensure alignment with decision-makers and the right level of control for the senior leadership team, the bank scheduled regular governance forums and meetings.

We defined an overall budget for the customer experience team, which was allocated to subteams in line with the priorities defined in the strategy for the upcoming financial year. Through the planning phase, target improvements on KPIs like quantity of contacts, net promoter score metrics or churn rates were set at the customer experience lead and subteam level. How large and how aggressive the target was correlated with amount of budget allocated, and hence resources and capabilities. Quarterly reviews were established to reevaluate whether the allocations matched the strategic imperatives for Bank ABC, and whether the squads believed they could make the desired impact.

4. Data & Systems

The client developed technology platforms as a service for the entire organization. The development process was based on newly identified requirements and available budget to combine a high level of system and tool flexibility with significant investments in new key technologies. It also added features able to interface openly with external parties and data providers along the customer journey. This provided the analytical foundation to drive benefits and respond to needs throughout the customer journey as well as helping internal operations and functions become more flexible and agile. From now on, the platform will enable the company to base its decisions on in-depth insights on both the customer and the business.

In line with the new strategy, having the right CX operating model allowed Bank ABC to effectively manage and follow its strategy for 2020. It was hard to quantify the overall success for Bank ABC as no concrete KPIs were set up front. This is something we have seen with quite a few clients: they do not connect an overall change in culture and operating model with concrete KPIs. Where changes have been tracked against concrete KPIs, however, the results clearly indicate the benefits of a strong CX operating model.

- **15% capacity growth** achieved with only 5% additional headcount after adopting a more responsive operation model (global technology company)
- **180% improvement in net promoter scores** for teams who adopted more responsive ways of working within the organization (global financial services company)
- **50% reduction in defect/error rate** reflecting an overall increase in the software quality dashboard following a transformation to cross-functional teams (global financial services company)

KPIs can be built around traditional and/or customer-centric disciplines. Both help to quantify and monitor the results of a change in the CX operating model. We highly recommend tracking a good mixture of KPIs linked to different disciplines within an organization to attain a holistic and transparent overview.

Fig. 4 – Selected KPIs for CX measurement

Traditional disciplines

Discipline	**Marketing**	**Sales**	**E-Commerce**	**Customer service**
Goal	Acquire more customers; Improve campaign response rates	Improve profit margins; Grow revenue; Improve efficiency	Increase cross-selling/ up-selling; Improve conversion	Increase customer satisfaction; Lower customer service costs
Exemplary Metrics	• No. of responses by campaign • Customer retention rate	• Number of new customers • Amount of new revenue	• Share of wallet • Conversion	• Voice of Customer scores • Average time-to-resolution

Customer-centricity

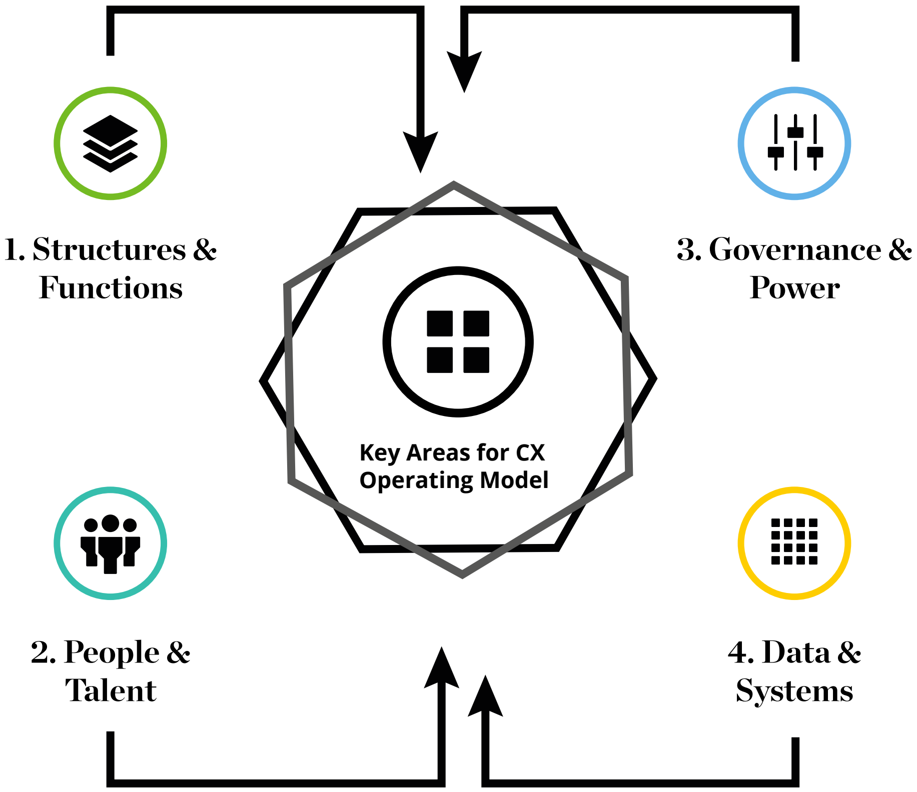
Discipline	**CX**	**Customer social listening metrics**
Goal	Create a unified view of the customer; Customer retention; Improve revenue	Measure social engagement
Exemplary Metrics	• Customer satisfaction score • Churn rate	• Conversation value • Reach

Tenets CX Operating Model

Executive Summary

Based on our experience, there isn't one right way to set up a CX operating model when it comes to creating an effective customer experience. Companies need to define their decision-making processes in crucial design dimensions as done for Bank ABC.

Fig. 5 – CX Operating Model Design Framework



Using our CX Operation Model design framework, we have identified a set of best practices and strategic tenets that have been vital for the various organizations we have worked with:

- It is not the entire organization that needs to change, but the way the organization coordinates its CX efforts and collaboration across functions
- An effective governance style relies on clear incentives and enablement supported by resources and budgets paired with a transparent measurement and reporting culture
- A strong people and talent strategy enables companies to build internal capabilities, work in diverse, agile teams and sustain a high retention rate through continuous development programs
- Digital organizations need clear ownership for data management with the right user enablement and clear value-creation processes

All dimensions of the process are interdependent. In other words, if one of them lacks maturity, it will negatively impact every other area and automatically block initiatives in other fields. Companies therefore need to select and implement a CX operating model that fits their strategy best. Without a doubt, this is a challenging and complex task to accomplish.

Structures & Functions

It is not the entire organization that needs to change, but the way the organization coordinates its CX efforts and collaboration across functions.

Whether it is deliberate or not, almost all companies run initiatives in multiple functional units with the clear goal of providing an elevated customer experience. However, in the actual interaction with the customer, it is important for all of those initiatives to fit together, representing and enabling a seamless experience across all online and offline touchpoints.

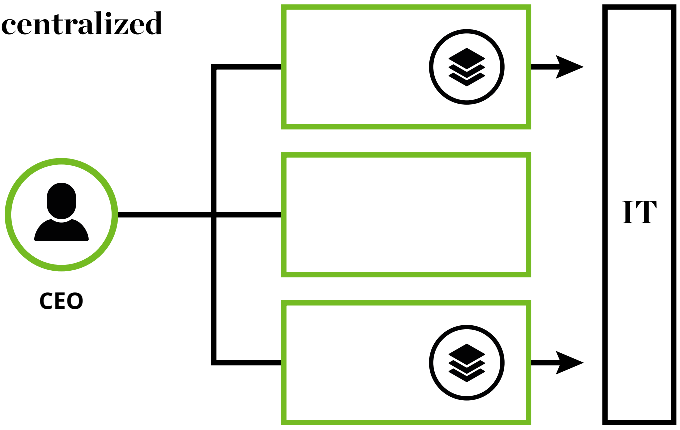
Most CX initiatives are developed in separate cross-functional and project-based teams. Although we generally support this approach, reality shows that management often has no transparency about the ongoing operations or the outcome of CX initiatives, which can turn these projects into silos. This results in misaligned activities, a waste of already scarce resources and false prioritization. We believe that a dedicated CX team should coordinate individual initiatives, while leadership is responsible for the company-wide CX strategy. This includes the end-to-end coordination of the customer journey as well as transparent reporting of project goals to senior management, the functional responsibilities for each touchpoint and the financials. By understanding what each initiative and project contributes to the overall customer journey, management can avoid duplicate work and waste of resources.

Although the degree to which CX initiatives are coordinated and centralized depends on the organizational structure, our experience has shown that companies need top management buy-in and direct reporting lines to one dedicated executive, ideally at C-level (e.g. CEO, CDO or CMO). Otherwise, without a proper crackdown on the organization, chances are high that legacy structures will suppress or ignore the efforts of CX teams that operate across functional reporting lines.

> “Customer experience isn’t a department, it’s a philosophy!”
>
> **Shep Hyken**

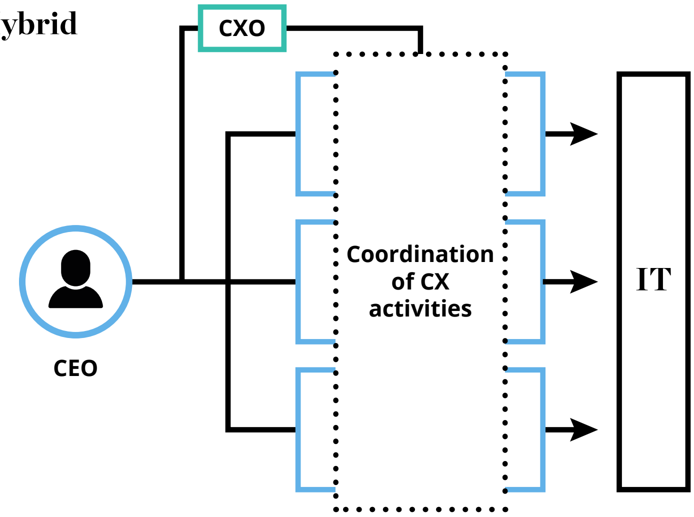
Fig. 6 – Ways to plant CX into the organizational structure

Decentralized



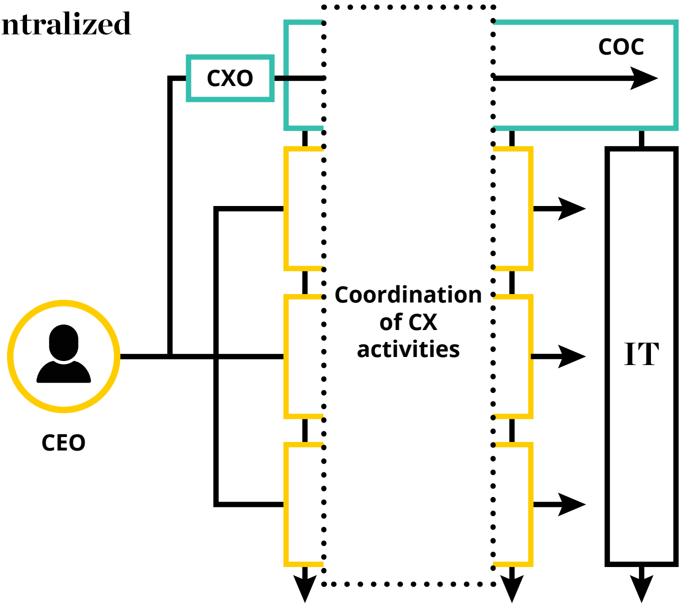
Business departments work rather independently on CX concepts/ initiaves and steer their technical implementation (functional silos)

Hybrid


CXO
Coordination of CX activities
IT
CEO

A staff function is established to consult and coordinate CX efforts across all functional business units but has no predominant decision authority and responsibility for technical implementation

Centralized


CXO
COC
Coordination of CX activities
IT
CEO

A dedicated organizational unit acts as CX CoC – it bundles all CX activities, i.e. collects functional requirements from business departments as SPOC and steers and performs technical implementation end-to-end

Building a network based on natural human interactions does not mean relying purely on people to form networks and hoping they meet the needs of the organization. Adaptable Organizations prioritize design efforts on getting as close to the customer as possible. Adaptable Organization design uses informal networks to assess how individuals and teams align to the stated customer missions. The new network design must balance customer adaptability and scaled efficiency. Far too many organizations ignore informal structures, the complexity of the work and the environment. In the ongoing battle between efficiency and flexibility, many organizations believe that they can only have one or the other. Adaptable Organizations manage efficiency and flexibility simultaneously through centralized and decentralized teams. They also recognize that organization design is not static; teams can be shifted accordingly as the work or environment demands.

Governance & Power

An effective governance style relies on clear incentives and enablement supported by resources and budgets paired with a transparent measurement and reporting culture

The C suite needs to make CX a company-wide initiative, equipping CX leaders with sufficient budget, dedicated resources and the power to coordinate CX initiatives across the organization. Without a clear commitment and joint understanding, the organization itself is less likely to move and more likely to stick to old habits and procedures.

The key to success is a clear incentive scheme for teams and individuals based on key CX metrics. This will secure middle management commitment to cross-functional collaboration across the organization. Collaboration is especially crucial between CX initiatives and the “line organization”. As multiple entities within an organization pursue CX initiatives with varying interests and goals, it is essential to align a comprehensive set of key performance indicators. Early and clearly communicated performance milestones are accelerators for CX adoption within an organization.

Rigorous and rapid reporting and escalation structures are important to ensure sound decision-making when faced with obstacles or major decisions. We often see companies building their CX initiatives on so-called speed boats that management can prioritize as needed, but they will only achieve long-term success if they get the balance right between “freedom and flexibility” and “power and governance”. And yet, when challenges or obstacles arise, management must take care that those speed boats do not end up colliding or taking off without delivering any benefit for the company.

That is why it is so essential for companies to establish a clear link between customer experience and measurable business value.[5] That said, we don’t believe that any successful CX program should be based solely on financial considerations without taking the customer into account. Equally, not every single initiative in a company’s CX project portfolio has to produce a direct monetization effect; a positive impact on the customer experience may suffice. In order to succeed, it is crucial for companies to manage their strategic project portfolio with clearly defined business goals. This will ensure that customer experience improves and with it the bottom line.

[5] “Connecting Customer Experience with Business Value”, Customer Strategist Journal, 2014

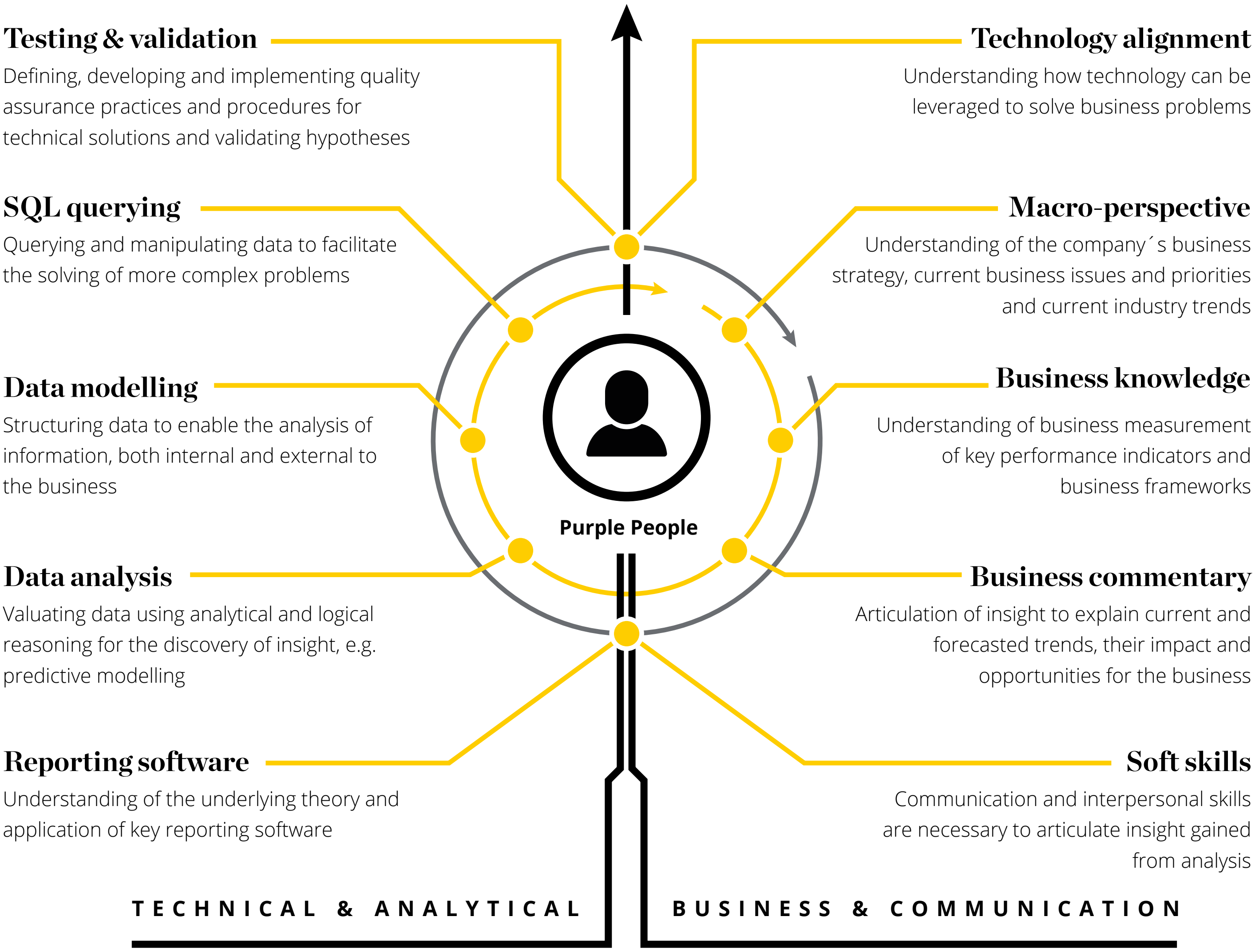
People & Talent

A strong people and talent strategy enables companies to build internal capabilities, work in diverse and agile teams and achieve a high retention rate through continuous development programs

Advocating for CX is not only about customer centricity but also about human centricity. In addition to customers, it is explicitly focused on the employees responsible for delivering the actual customer experience. Companies must rely on a diverse set of capabilities and broad-based experience to maximize the end-to-end experience of the consumer.

The challenge is to develop new internal capabilities and experience by attracting talent with the required skillset and mindset. What today's companies need is a good mix of technical & analytical skills as well as business & communication skills. And though it is unlikely to find this skillset in one and the same person – often referred to as "purple people" – a diverse group of employees working in a team can cover a wide range of capabilities.

Fig. 7 – CX profile with technology and business capabilities



Testing & validation
Defining, developing and implementing quality assurance practices and procedures for technical solutions and validating hypotheses

SQL querying
Querying and manipulating data to facilitate the solving of more complex problems

Data modelling
Structuring data to enable the analysis of information, both internal and external to the business

Data analysis
Valuating data using analytical and logical reasoning for the discovery of insight, e.g. predictive modelling

Reporting software
Understanding of the underlying theory and application of key reporting software

Technology alignment
Understanding how technology can be leveraged to solve business problems

Macro-perspective
Understanding of the company´s business strategy, current business issues and priorities and current industry trends

Business knowledge
Understanding of business measurement of key performance indicators and business frameworks

Business commentary
Articulation of insight to explain current and forecasted trends, their impact and opportunities for the business

Soft skills
Communication and interpersonal skills are necessary to articulate insight gained from analysis

> “If we consistently exceed the expectations of employees, they will consistently exceed the expectations of our customers.”
>
> **Shep Hyken**

Today´s talent is not only working for financial benefits. They want to contribute towards something bigger – a common purpose. This is an important point for companies to consider as they compete for the scarce resources enabling CX in an organization. A shared purpose defines success through the eyes of customers and helps to benefit the overall customer experience by acquiring, connecting and motivating people. Although recruiting external talent is important, companies often overlook dormant talent potential within their organizations. Companies can side-step the war for talent outside of their organizations by mobilizing talent in house and save money in the process. Experience shows that reskilling an internal hire (such as teaching a math major to code) may take a time, but it can be done for as little as one-sixth of the cost of hiring an external candidate. In order to succeed, companies need to lay the groundwork by actively managing and monitoring their employees’ skillsets while introducing and communicating incentives for employees willing to become part of a more flexible workforce.

Our Global Human Capital Trends 2019 report reveals that people now rate the “opportunity to learn” among their top reasons for taking a job. Additionally, a recent World Economic Forum report stated that more than half of all people in employment will require significant reskilling and upskilling in the next three years. As a consequence, continuous learning remains crucial for both the acquisition and the development of talent. But how to approach learning in an organization? Companies need to integrate real-time and personalized learning into their CX operating model. With a growing number of learning providers now offering video, text and program-based curricula in smaller, more digestible formats, organizations have an opportunity to craft approaches that allow their workers to learn whenever and wherever they see fit. Additionally, modern learning approaches foster community among people who have learned or are learning with the same mission in mind. This helps the informal network in an organization nudge knowledge and ideas forward.

In addition to the who we work with, the way we work is equally important. Enlightened organizations work in small, agile and customer-centric project teams made up of internal and external talent with the right skillset and mindset. They make it easier to cope with a changing business environment, because they remain flexible and offer different perspectives to every challenge. Our research shows that ideas developed by teams with three or more members have 156 percent greater appeal with customers than teams with one or two key contributors. This goes along with having a culture that is open to change, but at the same time accepts failure as an opportunity for learning and growth.

Data & Systems

Digital organizations need clear ownership for data management with the right user enablement and clear value-creation processes

Today, it is no longer a secret that data is vital for long-term success. However, raw data itself is of little use to an organization. It only starts to get really interesting when organizations implement the right data governance strategy and put the right technological infrastructure in place to transform qualitative raw data into meaningful analytics-based insights. Without reliable information and insights about consumers and other stakeholders in a company's business environment, CX cannot unleash its true potential.

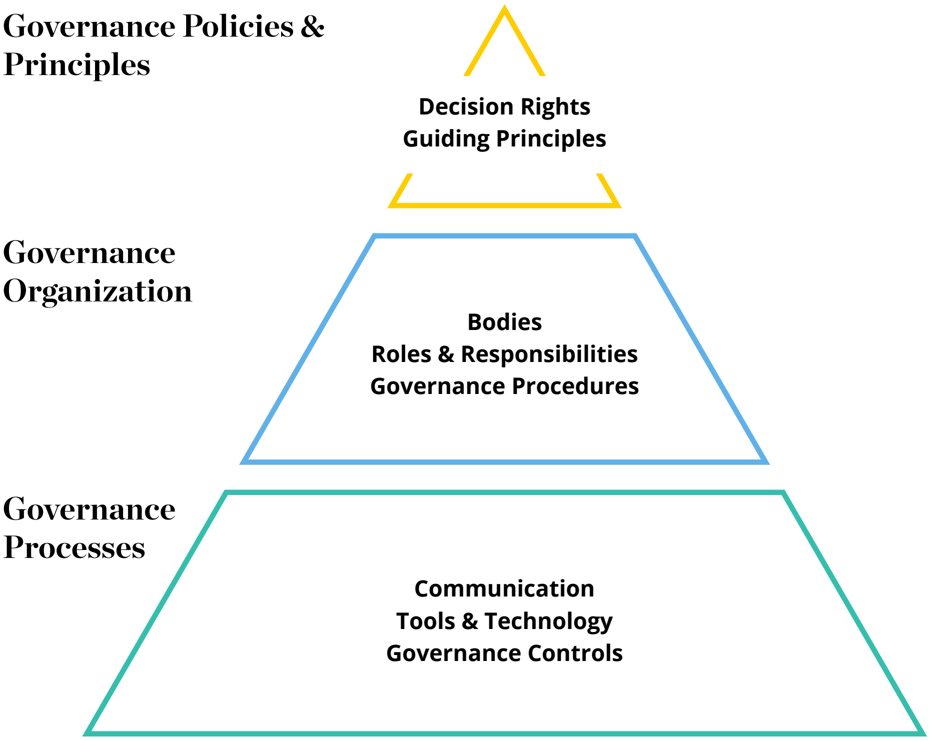
Data governance defines standards and procedures for how a corporation generates, processes and leverages the potential of data. It is a collaborative discipline that aims to supply high quality data and ensure sufficient access across the organization. However, some of the challenges facing organizations in governance are as follows:

- Data silos across the organization prevent the creation of a common data layer
- Data owners are not sufficiently incentivized to actively contribute their data assets to the organization
- Data quality is not sufficiently managed, which prevents trustworthy application of data

At its core, the Deloitte data governance approach is centered on governance policies and principles, the governance organization and the enablement of governance processes backed up by the right tech and tools. Appropriate decision-making authorities with strong rights, lean decision-making processes with clear roles and responsibilities as well as the right incentives and access rights for data owners and users help to prepare and provide the right data for each use case in the organization. However, experience shows that many companies lack the right system architecture to unlock the dormant potential of their data. They need to start building scalable and flexible CX customer data platforms with efficient access rights that can be leveraged across functional silos to support the various data requests along the customer journey.

> "We've spent the last 30 years focusing on the T in IT, and we'll spend the next 30 years focusing on the I."
>
> **Peter Drucker**

Fig. 8 – Deloitte Data Governance Framework


Governance Policies & Principles
Decision Rights
Guiding Principles
Governance Organization
Bodies
Roles & Responsibilities
Governance Procedures
Governance Processes
Communication
Tools & Technology
Governance Controls

Additionally, organizations need to start enriching their internal data by leveraging the potential of external data sources (e.g. weather data). The integration of third-party data can be used for a variety of use cases either on a strategic level or as event triggers for automated journey personalization. They help evaluate the context of a customer on a larger and more complex scale, which is essential for delivering a personalized experience. Data extensions from a reliable source may come with a better price point and higher quality than data generated internally.

Although today's technology enables analytics at scale, user enablement is key if you want to harness it effectively. Initiative leads need to think about who is actually using the platform and what their individual requirements are. While data scientists might place the focus on sophisticated analysis tools running on the data platform and greater freedom, other user groups might require more guidance and pre-built dashboards as a self-service data solution.

Outlook:

Our approach to your CX maturity assessment

A company's CX operating model is just one ingredient in the secret sauce designed to delight customers as well as an excellent starting point to discuss its impact in the eyes of the customer. But that is only one part of the story. To drive CX efforts holistically, the options for strategy and action are significantly more complex: Successful and long-term oriented CX strategies make customer-centricity a company-wide interest that is firmly embedded in the organization's DNA.

To support our clients in the area of Customer Experience, we have developed a proven approach to assess the overall CX maturity of an organization and work together to prioritize the necessary initiatives. This is the first step towards gaining transparency about the current level of maturity, which will help CX leaders answer the four most important questions about advocating for customer experience in their organization:

Fig. 9 – CX maturity assessment

1 The Why

Translating the right strategy into one cohesive customer experience across all units

2 The What

Identifying and prioritizing measures enabling a company to work towards one shared CX goal

3 The Who

Defining, allocating and managing the right people in the right way to enable a company's CX strategy

4 The How

Providing the necessary technological backbone to automate and bring CX activies to life

The Why

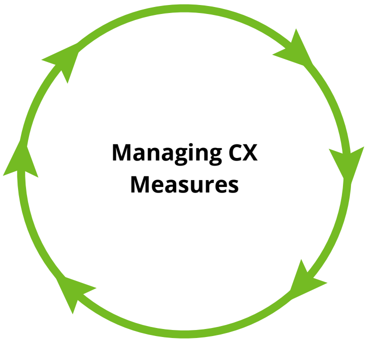
CX is not a self-fulfilling prophecy. CX leaders must ensure that the initiatives will contribute to the overarching business goals and are clearly linked to the brand strategy. The aim is to create measurable value for the company and its customers. Companies need to ensure that their CX strategy transforms the brand strategy into the right brand experience across every touchpoint. In order to create a compelling brand strategy, it can be useful to incorporate neuroscience methods for empirical conception and deep customer understanding. This area of study in the Deloitte Neuroscience Institute is one of Deloitte's strengths and combines expertise from neuroscience, business science and psychology with a wide set of data and analytics insights. For further adjustments, companies can link actionable KPIs linked to strategic objectives and financial targets in a transparent way and then measure the impact of CX.

> Virtually every company is working on CX initiatives today. How mature is your organization?

The What

A strategy alone does not create value for customers. Companies need to do more to develop the right CX measures. Identifying relevant touchpoints and ranking them according to the CX value they contribute will help prioritize and act on the right CX measures. Achieving transparency through data will enable companies to optimize activities for the customer on an ongoing basis. However, companies also need to find a way to efficiently coordinate and align their portfolio of CX initiatives with the organization's objectives to avoid silos and, despite different customer segments, ensure a consistent and frictionless experience across all journeys.

Fig. 10 – The right management of CX measures



1. Identify

Identify touchpoints which are relevant for the people interacting with your organization.

2. Prioritize

Make a short list of the most important touchpoints. Ask yourself: what are the moments that matter most? Where can we add the most value? Start with the most important touchpoints.

3. Derive measures

Do a gap analysis – what measures are already in place to enable a single touchpoint, what capabilities still need to be developed or improved to satisfy or in some cases exceed expectations.

4. Back-up with data

Check if the data necessary for a superior experience is available and ready to use in the quality you need it. If yes, connect the dots to use the data for the experience of your customer. If no, go back and derive relevant measures to fix the problem.

5. Align with journey

Test your touchpoint design. Does it deliver the intended results? Is it aligned with your brand principles and the broader context of the customer journey each touchpoint belongs to?

6. Repeat

Continuously measure and improve each touchpoint. New technologies can be used and consumer demands are changing rapidly. Never be satisfied with the status quo. Strive for excellence at your prioritized touchpoints.

The Who

Legacy organizations tend to suppress customer-centric initiatives. That is why customer experience must be discussed at board level to develop the right CX operating model and define roles and responsibilities to promote efforts across organizational silos. Fostering cross-functional collaboration lays the foundation for a seamless CX. This also requires defining the right data governance models and access and interface rights as well as the right allocation of responsibilities. However, without knowing which people and capabilities to leverage, every CX strategy is doomed to failure. A clear understanding of the required skillsets can help make decisions about whether to develop competencies internally or through external partners.

The How

A company's tech and data stack is the basis for insight gathering and automation at scale. The selection of the right technologies and tools is essential to operationalizing and automating CX efforts. Companies can derive their requirements from the touchpoints that have been prioritized and communicated transparently in a detailed roadmap. This avoids bottlenecks when it comes to the implementation of enabling technology and facilitates resource planning. Transparency about what CX assets are used (e.g. algorithms, applications, etc.) can help reduce duplication of efforts by encouraging the re-use of code. When using tools and platforms, companies need to ensure that the right processes and access points are in place to leverage generated insights in future planning and decisions.

Our approach recognizes that CX is not just about choosing the right CX operating model, but rather a wide-spread initiative extending from strategy to brand to technology. Since this sounds easier than it is in reality, companies find it highly beneficial to hear the perspective of an external consultant with deep experience and knowledge about what is required to put their ideas into action. The global Deloitte network offers experts and expertise from a wide range of disciplines: strategy development specialists, marketing and brand pioneers, experienced change management consultants and data security gurus. Deloitte can support companies in their end-to-end CX transformation with the right insights and capabilities.

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Issue 08/2019