CX/DIGITAL MATURITY ASSESSMENT

Overview

The CX/Digital Maturity Assessment is a tool to help a management team benchmark where it stands across 47 best practices associated with delivering a digital-first customer experience. Unlike other maturity models that typically describe broad organizational or cultural factors, this tool is focused on the seven Design Strategies demonstrated by brands that are leaders in delivering a digital-first customer experience. The purpose of the assessment is to provide management with new insight into the degree to which they are applying digital technologies in a way that creates greater value for customers, employees, and shareholders.

These Design Strategies include:

Figure 1 - The Seven Design Strategies

The Survey

The survey can be administered to just senior leaders to gather the group's collective view of their relative strengths and opportunities. However, two other stakeholder groups can be added: middle managers and employees to contrast the views of senior management with other parts of the organization. Understanding the level of agreement between these three groups can provide additional insight into the organization's current capabilities in delivering a digital-first customer experience.

The survey consists of demographic questions around the participant's role and tenure with the organization before asking them to rate each of the 47 best practices using a Likert scale to capture their level of agreement with each statement. The final 3 survey items describe key outcomes the respondent is asked before answering an open-ended question around the one improvement the organization should pursue to improve the digital-first experience it delivers.

The Report
The report is approximately 34 pages in length and includes:

- An executive summary of the key findings, where the company ranks relative to the norm base as well as implications for action.
- Radar charts of the overall performance on the 7 Design Strategies relative to the norm base, as well as a comparison of each stakeholder group's average rating for each Design Strategy.
- The five highest and lowest scoring practices with a summary of comments citing any emerging themes derived from the results.
- For each Design Strategy:
    - A summary of the insights around each Design Strategy as well as a visualization of where each individual practice ranked among all 47 practices.
    - A breakdown of each practice in terms of its average score, the norm base score, and most importantly, the distribution of responses by each stakeholder group.
- The results of the three outcome statements as well as a summary of representative comments from the open-text responses to the single improvement question.
- The appendix includes:
    - The rank order average score for each practice
    - Positive and negative gap analysis from the norm base
    - Top and bottom scores by position

The Digital-First Customer Experience Executive Session
A CX/Digital consultant shares the results of the report with the senior management team and facilitates a discussion of the report's findings. This typically includes:

1. Each senior team member individually reviewing the report, making notes on a handout provided.
2. If the team is large enough, the facilitator may break the team up into table groups to discuss the results. Each group uses a flipchart to capture their answers to three questions:
    a. What result was the most surprising and why?
    b. What does this data suggest your organization must do to improve the customer experience you deliver today?
    c. Considering the largest gaps in stakeholder group responses, what might explain these differences?
3. After spending approximately 30 minutes answering these questions, a large group debrief is conducted, summarizing the key takeaways from the report by asking:

    a. What lessons from the results discussed would be instructive to your organization?

    b. Are there any other implications for your CX strategy moving forward?

Summary

The CX/Digital Maturity Assessment provides a valuable tool for management teams considering their immediate and longer-term opportunities to invest in digital solutions that would create a sustainable competitive advantage.

Order your copy of *The Digital-First Customer Experience: Seven Design Strategies from the World's Leading Brands* today.

Sample Pages

The following provide examples of some of the report's highlights.
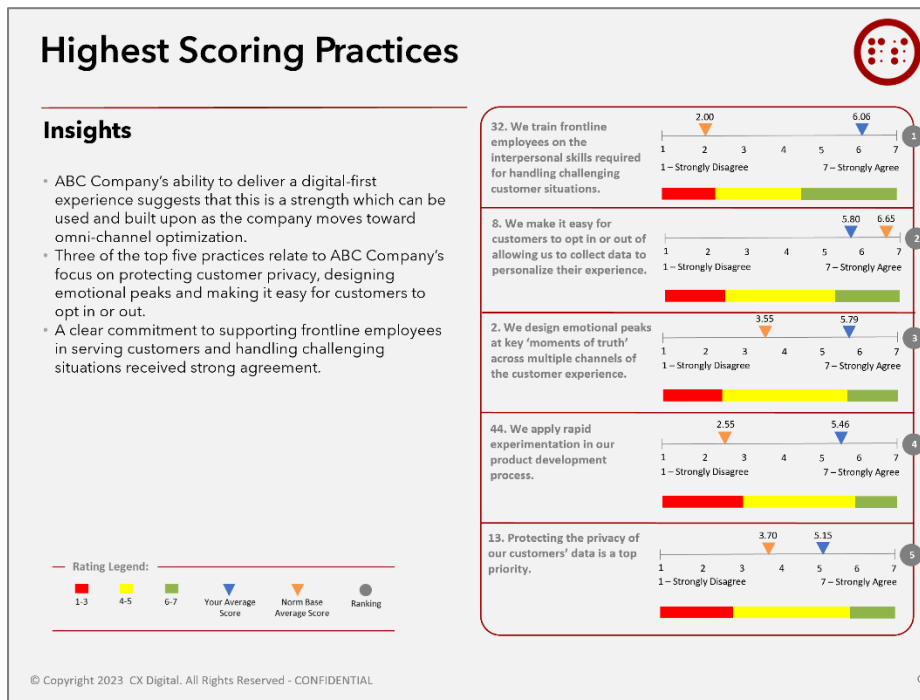
Report Cover

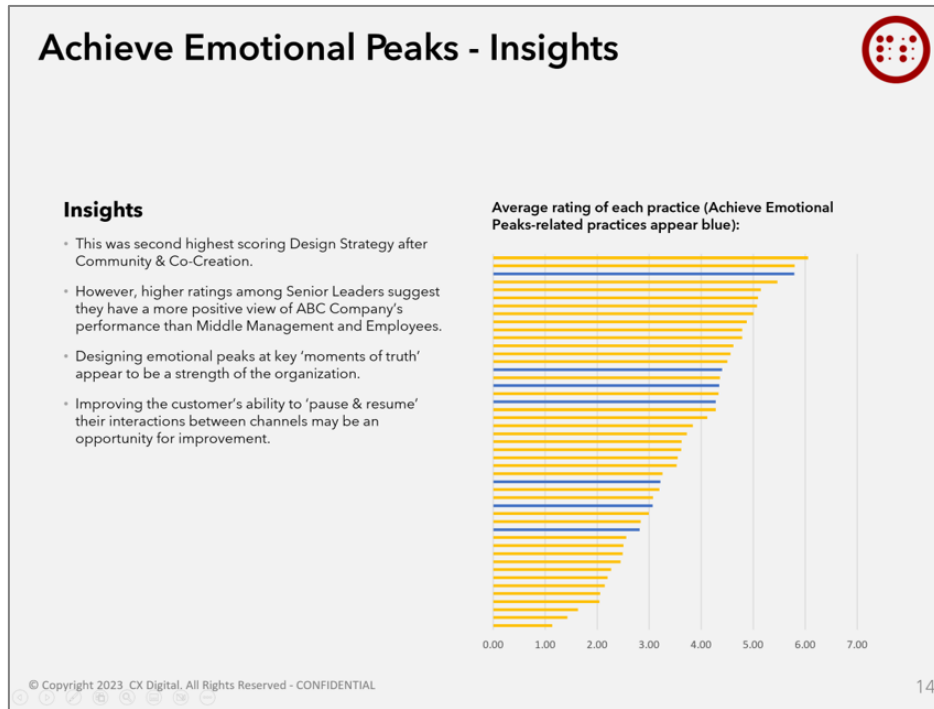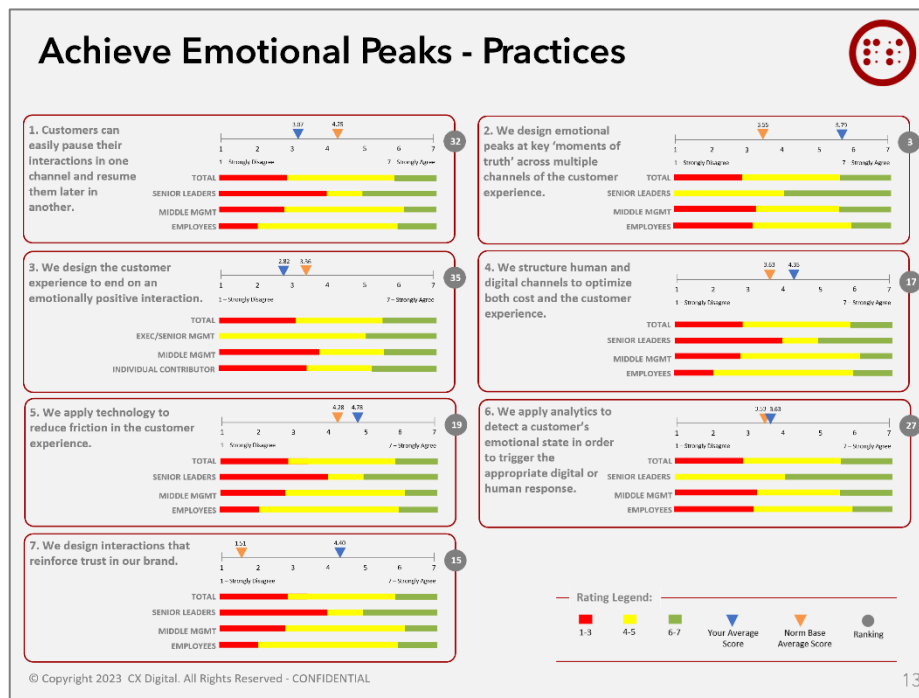## Table of Contents

Radar Results

Highest Scoring Practices

Design Strategy Practices Insights & Ranking

Design Strategy Practices Detail

Representative Comments

Representative Comments

- "The approach we currently take is siloed and ineffective. We need to shift to a connected (horizontal) strategy and governance structure to define and implement efficiently and effectively. Adopting digital practices requires unity that doesn't currently exist." (Employee)

- "Sharing best practices across the organization, synthesizing our huge amounts of data into accessible formats, and using that data to inform future decisions." (Middle Manager)

- "Create some percentage of bandwidth for experimentation." (Senior Leader)

- "Remove redundancy of work across the organization." (Middle Manager)

- "I don't believe that digital-first experience is the #1 priority. Less than 20% of our core customers use digital to interact with us and many who are digital capable prefer interacting with a human." - (Middle Manager)

- "Increased communication, breaking down siloes, listening to the customer." (Employee)

- "We need to be more risk tolerant as a company. We need to stop requiring headcount reductions to justify a project, so we can focus on the customer experience." (Middle Manager)

- "Invest in more areas of IT or Digital Data for future customers; Refocus on the customer experience above the 'bottom line'; Understand the customer impact and ways to create change for a positive experience for our customers." (Middle Manager)

- "We have to learn to be more agile without constantly changing direction and reorganizing; there has to be a balance." (Employee)

- "Value long-term strategy." (Senior Leader)

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Summary

The CX/Digital Maturity Assessment Planning Workshop brings together new research based on the best practices of digital-first leaders. It provides a means for an executive team to come together to discuss the impact technology and other trends will have on their business going forward and to formulate an action plan – not to adapt to this new reality - but to take advantage of it and use it to create a sustainable competitive advantage.

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