

# The Customer Experience Management Maturity Model

## Evolving Your CXM In The Age Of The Customer

Technology-empowered customers are changing the nature of business. How you respond — and the customer experience (CX) you provide — determines whether you win in the age of the customer. Simply put, CX is your greatest source of competitive advantage. To drive competitive gains, the often-haphazard CX management (CXM) approach of the past won't cut it anymore. Forrester's CXM maturity model spells out the activities, processes, and habits that define mature CXM.

### The Six Competencies You Must Master For Success

Forrester's CXM maturity framework defines the CX practices that every firm needs to master:

<h4>1. Customer understanding</h4>	<h4>2. Prioritization</h4>
<p>Ask customers for qualitative feedback about their interactions with the company.</p>	<p>Model the impact that CX quality has on your core business goals (e.g., revenue growth, retention).</p>
<p>Analyze unstructured data (e.g., call transcripts, social media posts) for insight into customers' values, needs, and expectations.</p>	<p>Identify the most important customer groups, the core customer experience, and the characteristics that each core experience must have.</p>
<p>Analyze customer analytics to identify patterns and trends in customers' behavior.</p>	<p>Assess the impact that all projects and decisions will have on core customer experiences.</p>
<p>Conduct open-ended qualitative research that deepens your understanding of customers and explores unmet needs.</p>	<p>Reject or rework projects that would hurt core experiences in unacceptable ways.</p>
<p>Consolidate what the company knows about customers into a single artifact that paints a vivid picture of who they are (e.g., design personas).</p>	<p>Say no to work that might improve customer experience in general but does not align with core CX priorities.</p>
<h4>3. Design</h4>	<h4>4. Delivery</h4>
<p>Use a human-centered process to design/update each of the company's core customer experiences.</p>	<p>Define the specific activities that each role must do to deliver or enable core customer experiences as designed.</p>
<p>Document the company's overarching CX vision — an aspirational description of an organization's intended experience for its customers.</p>	<p>Provide tools that help employees deliver core experiences the right way every time (e.g., templates, workflow automation).</p>
<p>Include partners from across the CX ecosystem in the design process (e.g., product managers, developers, legal).</p>	<p>Train and coach frontline employees on how to execute the part of the customer experience that they personally deliver.</p>
<p>Validate that the design/update of each core experience aligns with the CX vision.</p>	<p>Monitor customer feedback and CX metrics for evidence that actual experiences aren't matching CX designs.</p>
<p>Use a human-centered process to design/update the ecosystem that's needed to deliver the core experiences.</p>	<p>Validate that digital and physical touchpoints (e.g., mobile apps, bills, offers) deliver or enable experience designs accurately.</p>

## 5. Measurement

Measure customers' overall perception of core customer experiences.

Measure events and attributes of customer interactions that are likely to affect customer perceptions.

Measure how well actual customer experiences match the must-have characteristics for each core experience.

Design measurement communications so that they are useful and usable for employees.

Report CX quality metrics to governing bodies (e.g., budgeting, design, technology) to inform future decisions.

## 6. Culture

Assess the empathy and customer centricity of job applicants.

Educate employees about customers, the CX vision, the ecosystem that delivers it, and their role in that ecosystem.

Carry out rituals and routines that keep customers and CX top of mind for employees.

Formally reward employees for delivering or enabling good CX (e.g., bonuses, promotions).

Informally recognize employees who deliver or enable good CX (e.g., employee of the month, email recognition).

## CXM: Part Discipline, Part Empathy

To succeed at scale in CXM, you can't follow CX practices in a disjointed or inconsistent way. Instead, they must be well-defined, deeply ingrained organizational habits.

Each of the CXM practices requires:



**Accountability.** Job descriptions must lay out what each employee must do to enable good CX, and someone has to make sure that they follow through.



**Cadence.** Mature firms schedule their CXM practices on a regular basis.



**Rigor.** Mature CXM defines what it means to do specific CX practices well.



**Coordination.** Poor CX is often a side effect of disjointed processes colliding in unanticipated ways. Mature firms use checks and balances to stop collisions before they happen.

Mature firms are not only disciplined, but they also make empathy the central tenet of their corporate culture. In empathetic cultures, employees notice, internalize, and are sensitive to the needs and feelings of the entire ecosystem, including customers, other employees, and shareholders.

## Next Steps To Advance CXM Maturity

The most effective way to advance your organization's CXM maturity is to find existing pockets of maturity and build on them. To do that:

- › Take stock and strengthen CXM-like activities that already exist.
- › Rate the accountability, cadence, rigor, and coordination of current efforts.
- › Use every step forward on CXM discipline to foster empathy, too.

## Explore More CX Resources

Curious how emotion impacts CX? Or how to best execute digital CX? Check out Forrester's CX Cast for a weekly dose of CX knowledge at [forr.com/cx-cast](http://forr.com/cx-cast).

If you're ready to discuss your CX program, email us at [forresterinfo@forrester.com](mailto:forresterinfo@forrester.com).