

The 2014 Customer Experience in Action Study



Executive Summary

Companies that dedicate 3% or more of their overall revenue to customer experience have significantly higher overall satisfaction scores.

Few companies are using customer experience as a means to differentiate themselves in the marketplace. Most companies are struggling with getting the basics right: speed, personalization, cost, simplicity and having a complete solution - the transactional needs. To be competitive your company must move quickly to become customer-centric, which requires a deep level of knowledge of and engagement with your customers.

Companies that differentiate through their customer experiences are more likely to have customers demanding web-based interactions, complimentary services, and mobile solutions. Their customers are also demanding to learn something new. It is not surprising that companies with higher overall satisfaction scores have the following characteristics:

- C-level ownership of the customer experience
- invest more in customer experience
- empower employees to deliver exceptional customer experiences
- link employee and executive incentives to customer experience goals
- make business decisions that are consistent with customer experience strategy
- provide a consistent customer experience that differentiates them in the market place
- have a brand promise and customer experience that are fully integrated

Additionally, companies with higher satisfaction scores benefit financially by having higher referral and retention rates and lower attrition rates.

	Percent of Revenue Dedicated to CE	
	2% Or Less	3% Or More
Referral Rate	7.1%	9.3%
Attrition Rate	11.9%	9.5%
Retention Rate	75.4%	82.4%

Companies that are slow to implement customer experience management are at a clear disadvantage. Customer experience advocates within an organization must create a sense of urgency by:

1. Building a strong business case
2. Obtaining a C-level champion
3. Preaching and promoting the benefits of customer experience across organization

The results of Strativity’s 2014 *Customer Experience in Action Study* provide insight into the characteristics of a successful customer-centric company. We have identified five (5) core customer experience components that companies must focus on to become customer-centric. (See Figure 1)

To help guide organizations, Strativity Group has created the CEM Maturity Assessment Model. The model evaluates a company’s progress on the customer experience journey across the five (5) core customer experience components and assigns the company to one of six maturity phases based on the results. (See Figure 2)



Figure 2: CEM Maturity Assessment Model



Evaluating your company’s customer experience maturity level will assist you in building the framework needed to become a more customer-centric company.

To access the full report, a complimentary CEM Maturity Assessment or more details about the Global Customer Experience Management Benchmark Study:

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Survey & Research Methodology

The 2014 *Customer Experience in Action Study* was conducted via an anonymous, online quantitative survey between February 5 and March 2, 2014. A total of 248 surveys were completed by executives from North, Central and South Americas, Europe, Africa, Asia and the Middle East. Respondents were not compensated for their participation in the study. Participating companies represent a wide range of sizes and industries.