DCX

GLUED UP

The shocking truth about the ‘silo problem’ impacting customer experience and how to fix it.

2022 REPORT

WELCOME



JAMES GOLDHILL
CEO, DCX

The pandemic has changed the customer experience game forever, and in truth it has only accelerated several trends that were already in play. In the past, engaging customers meant reaching out to them using single or multichannel comms without much personalisation or empathy. The relationships and experiences that companies create need to be human at the very least to engage, surprise and delight customers, otherwise they may start looking elsewhere. Today, customers expect a seamless, rewarding and personal experience with brands at every touch point.

The last 12 months has given organisations the opportunity to step back, take stock and reframe their approach to customer experience, yet so many companies continue to stumble. Failing to recognise the internal silos that create division and negatively impact the customer experience because different departments prioritise their objectives instead of starting with the customer.

It doesn't require a new skill set and a leadership team to elevate experiences, it requires guardians who bring cross-functional teams together to put customer experience at the top of the agenda to drive brand loyalty and growth this year and beyond. To delve deeper, we spoke to a select number of CMOs and Customer Experience Leaders at large organisations, who have already successfully gone on this journey.

I'd like to say a big thank you to everyone involved in the report for helping us bring to life the success stories, and enabling us to showcase the top leaders in the customer experience space to ensure we are always looking for the customer experiences of tomorrow. We hope you enjoy the insights and learnings contained in the report and that it gives you inspiration going forward.

5 WAYS TO GLUE UP TO CLUE UP

1 IMPLEMENT A ROBUST CX STRATEGY WITH A HUMAN TOUCH

Now is the time for marketers to raise their game and become customer-first. If they don't have a robust CX strategy in place, now's the time to implement one. The pandemic humanised a lot of businesses because it enabled their workforce to display empathy and flexibility.

2 ADOPT AN AGILE MINDSET TO IMPROVE CUSTOMER EXPERIENCE

Responsiveness, quick iterations and pivots in a structured way will maintain momentum behind CX. Being agile has tremendous potential to revolutionise customer experience and unlock the value of employees. Empowering them to take ownership of the customer experience and supporting them to come up with creative solutions starts with investing in culture change to benefit the customer.

3 MARKETERS CAN'T DO IT ALONE; TECH IS THE FUTURE OF CX

Tech and data were once seen as an enabler of business processes at greater scale; an enabler of customer-centricity at great scale. But in the future, it will be key to unlocking efficiencies that can be reinvested to drive continuous performance and innovation.

4 BUILD PERSONALISATION FOR DIFFERENTIATION

The opportunities for growth around personalisation are huge. Personalisation not only means getting to know customers better but enables companies to prioritise customer needs more accurately and engage with them in a way they prefer.

5 SPREAD A SENSE OF OWNERSHIP AND COLLABORATION

Collaboration between departments needs to be an on-going and prioritised process, so every department is responsible for creating a successful customer experience. It's not just about processes, but a fundamental shift in mindset that embeds cross-functional collaboration into the core of businesses.

THANK YOU

We would like to thank the following organisations who took the time to speak to us about their experiences and insights:

PAGE 11	JANA SAVCHENKO	**DELIVEROO**
PAGE 13	MURRAY GRUBB JNR	Formerly of **ORACLE** Corporation and now 8x8 Inc
PAGE 15	EMMA STACEY	**TSB**
PAGE 17	CLAIRE HOLDEN	Formerly at **ADIDAS**
PAGE 19	ADAM POWERS	**HSBC**

Research and interviews were conducted between February and March 2021 with over 200 decision-makers in large businesses across various sectors. The in-depth interviews with CMOs and Customer Experience leaders were designed to establish the background of the organisation and their unique experience and understanding of the silo problem. Specifically, we were uncovering insights on the main challenges and opportunities they have encountered, and the strategies they've put into place to create unity within their business and how that positively affects customers.

Interview quotes

STICKY SOLUTIONS FROM BUSINESS LEADERS...

> "We hired a Chief Consumer Officer who is in charge of grouping the marketing, research, innovation and product teams together to look at customer experience as a whole to make it consistent and relevant."
>
> JANA SAVCHENKO, **DELIVEROO**

> "I believe there should be one person in charge of CX to sit across departments and collect that information. I am seeing micro boards being formed around the customer to revolutionise customer journey mapping and experience. Instead of being inside-out it's now outside-in."
>
> MURRAY GRUBB, FORMERLY OF **ORACLE** CORPORATION AND NOW AT 8X8 INC

> "By putting the customer at the heart of everything, our internal silos are breaking down because it is less about the individual agenda and more about the customer agenda."
>
> EMMA STACEY, **TSB**

> "You need everyone in the business to be thinking of the customer in everything they're doing. You need evangelists in the teams that matter to make connections to bring people together to think of the customer before the product or brand."
>
> CLAIRE HOLDEN, FORMERLY AT **ADIDAS**

> "It is often the case that the more adventurous and progressive CMOs are the ones best placed to champion CX in a meaningful way. But this is not a solo performance. We have so much momentum at HSBC around creating brilliant experiences, that it's not anchored on an individual."
>
> ADAM POWERS, **HSBC**

GLUE UP TO CLUE UP

In the wake of the pandemic, the winners will be those companies that take on the challenge of breaking down internal silos to improve the customer experience.

At DCX, we call this 'glue up to clue up' because customer experience starts with unity on the inside.

To what extent do you agree or disagree with the following statements? Base: All respondents (209)

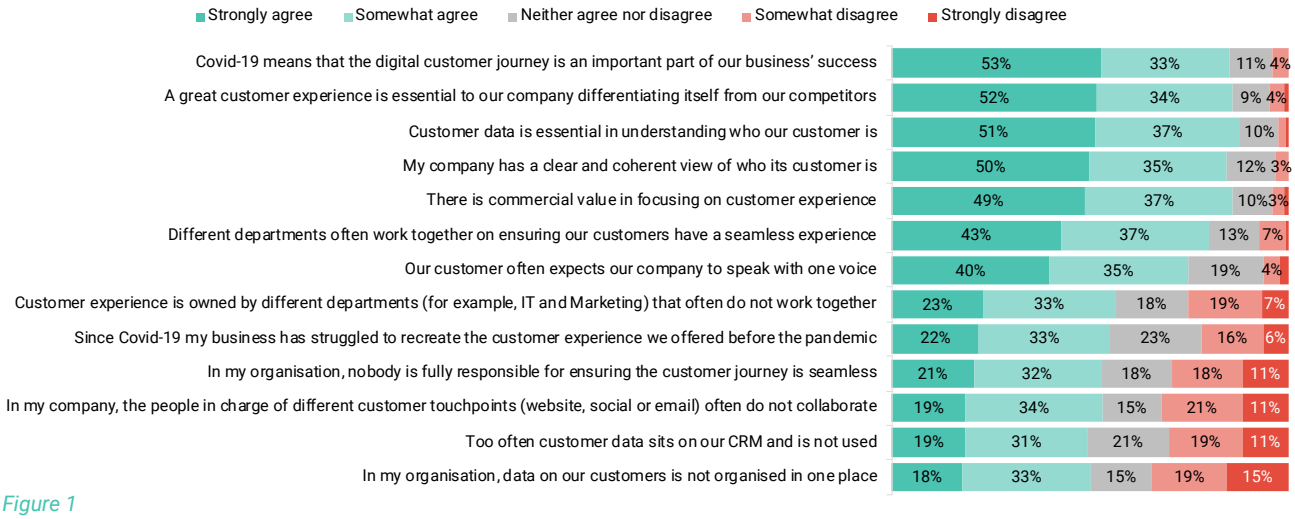


Figure 1

Businesses are diligently pursuing the quest for customer loyalty and the experiences that drive it. According to our research, business leaders see customer experience as a huge opportunity to create competitive advantage and growth, particularly in the aftermath of Covid-19, with 86% saying that CX is essential to their company differentiating itself.

"HALF RECOGNISE THAT THEY DO NOT HAVE A MATURE AND JOINED UP INTERNAL APPROACH TO CX."

The strength of customer experience relies heavily on internal collaboration to drive high-quality customer experiences. However, we discovered 44% of decision-makers have found that the pandemic has made collaboration more difficult, because they can't meet face-to-face. Decision-makers working in customer experience/journey and CRM management felt this was the case more than those working in IT and marketing. **Figure 1*

In spite of the difficulties, the majority of large businesses feel they work collaboratively on CX. Three in four respondents have worked on a project related to CX in the last 12 months, and most have collaborated with colleagues outside of their department – either through inviting (91%) or being invited (82%) to collaborate. Nine in ten (87%) of those that have collaborated in the past on CX say they had mostly good experiences in doing so.

Yet, collaboration appears to be happening on an ad-hoc basis. One in five (17%) respondents' organisations have a developed approach to CX, but work in silos. 24% are developing an approach that is joined up – but are not there yet – and 12% are developing an approach to CX, but in a silo.

"50% SAY CUSTOMER DATA SITS ON THEIR CRM AND IS NOT USED."

This could be partly due to people in the business being too busy to collaborate on customer experience (25%), or simply because survival mode kicked in and the focus has shifted to the bottom line (24%). Only 14% of decision-makers working on their customer experience/journey say they are developing an approach and collaborating across departments.

A CAPABILITY GAP

There is a sizeable gap between business leaders believing they are collaborating and how successful they have been in creating a mature approach to customer experience. As technology continues to develop and data grows at a relentless pace, today's leaders could easily become tomorrow's laggards.

Interviews with executives in this report found a common thread of bringing agile, cross-functional teams together as an effective strategy to identify the root cause of customer issues and solving the problem to improve the customer experience.

Jana Savchenko, Global Head of B2B Marketing, Deliveroo, points out: "Customer experience is a positive feeling or a memory you create that makes customers want to come back. We pride ourselves on optimising the experience by trying to fix the bottom experiences to create a happy and memorable experience."

To what extent do you agree or disagree with the following statements about collaboration on customer experience?

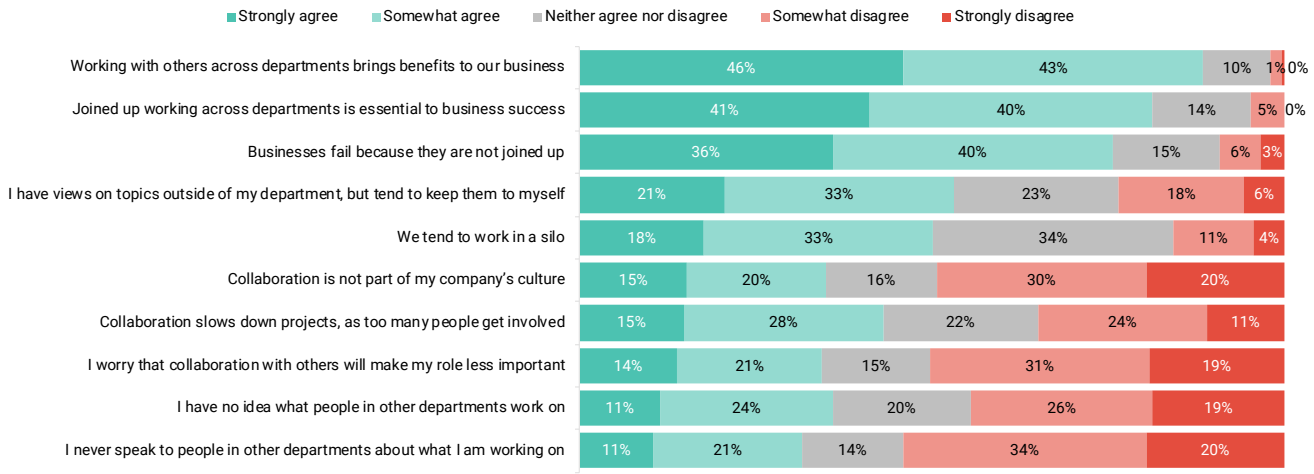


Figure 2

Worryingly, even though business leaders acknowledge that businesses fail because they are not joined up, half say they keep their views on topics outside their department to themselves and 51% admit to working in a silo. Further to this, a third say collaboration is not part of their company's culture, with decision-makers in marketing (36%) and IT (40%) agreeing with this statement the most. Finally, 36% admit that they have no idea what people in other departments work on. **Figure 2.*

This paints a confusing picture where leaders understand that collaboration is a significant competitive advantage when it comes to driving strong customer experiences, yet different functions may have their own goals and priorities which may conflict and cause poor trade offs as a result.

And while collaboration is a word that gets thrown about a lot in today's business landscape, simply telling departments that they need to work together isn't enough. If it's not already part of an organisation's culture, a fundamental change in internal mindset is needed to put customer experience above all else.

This is something Emma Stacey, Brand and Marketing Director at TSB is seeing: "We are really starting to put the customer at the heart of everything and internal silos are naturally breaking down because it becomes less about individual agendas, and more about aligning to the customer agenda that we're all trying to meet."

Which, if any, of the following barriers do you face in collaborating with others from different departments on issues related to customer experience?

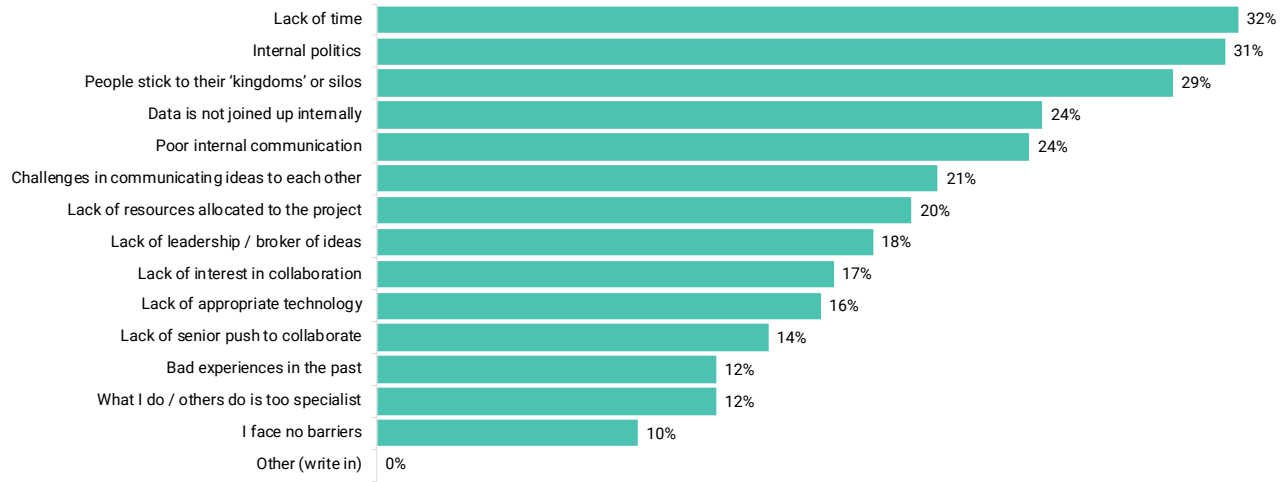


Figure 3

The report also found that businesses still have a lot of work to do to make collaboration stickier for teams. Lack of time, internal politics, and people sticking in their silos were cited as the biggest barriers to cross-functional collaboration. Both marketing and customer experience/journey decision-makers agree that people sticking to their silos is a huge barrier.

These are closely followed by data silos (24%), which makes sense, as half of leaders revealed that data on their customers is not organised in one place. This comes as a shock when you compare it to the fact that the same leaders strongly or somewhat agree that customer data is essential in understanding who their customers are. **Figure 3*

Murray Grubb, former Director of Customer Experience at Oracle, says the ability to enrich data and make sense of it is key: "Data is routinely the number one problem that almost every company faces. You may have lots of it, however if you can't use and make sense of it, then it is useless and worthless."

RESETTING FOR SUCCESS

So, what makes CX more successful and how do organisations begin to counteract the effects of these silos? Firstly, we know that having a single coherent view of the customer is considered essential or very important to all factors tested by the majority of decision-makers – those factors being efficiency, brand strategy, communication exercise, effective internal collaboration, customer retention, profitability, marketing campaigns and customer acquisition.

Which, if any, of the following would improve the experience of your customers when interacting with your organisation?

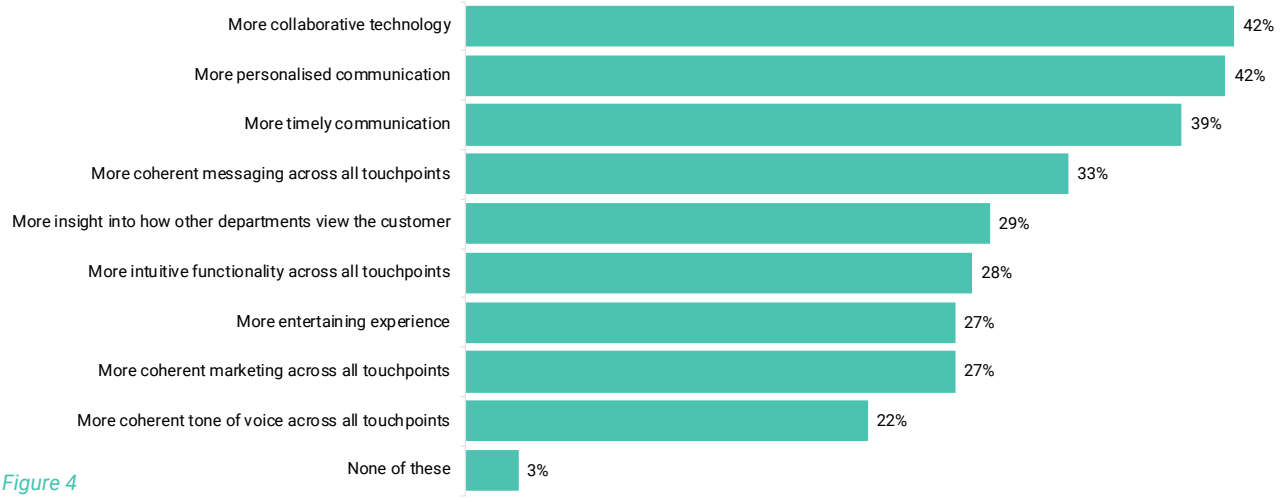


Figure 4

When we asked leaders what sets the tone for successful customer experience, collaborative technology (42%) together with personalised (42%) and timely (39%) communications are at the top of decision-makers, wish-list for improving CX interactions. **Figure 4*

Two in five say that technology that enables collaboration, and having access to further insight on the benefits of collaboration, would encourage them to work with others on customer experience issues. And when it comes to responsibility for ensuring collaboration on CX, 70% of respondents feel that it is in the hands of those in senior management or above.

To push organisations towards a collaborative mindset, it's often helpful to have CX guardians or customer committees that bring teams together and oversee the work that goes into creating better customer experiences. Avoiding siloed thinking doesn't mean big company restructures, all it requires is more process, responsibility and ownership for improving solutions around customer pain-points.

WINNING THE CX BATTLE

Companies can no longer afford to deliver mediocre customer experiences. Businesses hampered by silos are going to leave customers deflated by experiences that don't live up to the brand promise. So, it's critical that businesses 'glue up to clue up' and get to grips with what customers want and that starts with uniting on the inside.

Building cross-functional teams that are empowered to monitor, analyse and improve the customer experience takes time and effort, but the organisations that master this and address specific customer challenges will finally win the hard-fought quest for customer loyalty.

> "42% SAY COLLABORATIVE TECHNOLOGY AND PERSONALISED COMMUNICATIONS ARE AT THE TOP FOR IMPROVING CX INTERACTIONS."

Jana Savchenko

"CUSTOMER EXPERIENCE IS A FEELING WE CREATE THAT MAKES CUSTOMERS WANT TO COME BACK"



JANA SAVCHENKO, DELIVEROO

Jana is Global Head of B2B Marketing at Deliveroo. We spoke to her about how Deliveroo is coping with high demand, and how it plans to evolve the product and customer experience at multiple levels...

Deliveroo has a three-sided network – riders, partners (restaurants/groceries) and customers – and all of them have different types of experiences that interface with our brand. I think of customer experience as a feeling we create that makes customers want to come back.

Pre-Covid, the word 'experience' was something that product people would use but as the pandemic super-charged demand and the product grew, our focus pivoted to connecting the experience end-to-end outside of the product itself. The pandemic alongside the maturity of the delivery business created the need to bring someone on board to champion customer experience and sit across all areas of the business to make change. Our Chief Consumer Officer is tasked with bringing marketing, research, innovation and product teams together to look at the story holistically.

We know that the first 56 days of the partner experience are critical, so in the past year we've really focused on onboarding, and now we are looking at the in-life journey to make sure restaurants are cooking meals on time, so the rider doesn't have to wait, and the dish arrives hot for the consumer.

We are working with the technical team to send emails and collect feedback every time something goes wrong, so we can help and encourage partners to improve, and it will improve riders' performance simultaneously. We need our three-sided network to work like a machine because it never stops.

> "THE PANDEMIC CREATED THE NEED TO BRING SOMEONE ON BOARD TO CHAMPION CUSTOMER EXPERIENCE"

We run a monthly partner satisfaction survey so we can understand where the issues are and the actions each team needs to take to improve those scores. In between those formal processes, we set up weekly call listening sessions so we can learn what restaurant partners are actually saying. It's an incredible learning experience.

Jana Savchenko

We pride ourselves on optimising the customer experience by looking at the bottom 10 experiences and fixing things like late arrivals or return orders, so customers are not complaining, our riders are happy and the experience for our restaurant partners is far more superior than other platforms.

Covid has really sped up the automating of a lot of our processes and problem solving, which has resulted in better outcomes. We have taken away phone numbers and we are going to do the same with email, to allow customers to raise a case through a web form or live chat.

When we piloted live chat and web forms in parallel with email and telesales, we found restaurant satisfaction scores were highest through the live chat and web forms because they got that instant gratification of being dealt with straight away.
I believe AI is going to run the world, and the challenge for a brand like Deliveroo that started small and built personal relationships with customers is how to make those automated elements feel personal. I would love to get to a point where once all the lifecycle holes are fixed, we can channel our efforts into building a partner community where they can track their performance, access a bank of partner stories that resonate and inspire, and talk to other restaurant partners in the community.

Beyond Covid, we are going to roll out more Deliveroo Editions kitchens – a hub where we host collections of handpicked restaurants to bring the food consumers want to their area – to help restaurants launch, grow and diversify in new postcodes.

The last year has been hectic, but I am super proud of my team – to achieve what we've done as a team is incredible. We successfully introduced Pardot and integrated it with Salesforce, introduced a marketing cloud, and built content that is actually starting to educate the business about what B2B marketing really is. It's starting to make an impact internally, and I couldn't have done this without my team.

Murray Grubb Jnr

"CX IS NOW THE ARROWHEAD AT THE TIP OF THE SPEAR FOR EVERY CUSTOMER ENGAGEMENT"



MURRAY GRUBB JNR, FORMERLY OF ORACLE CORPORATION AND NOW 8X8 INC

Murray was formerly Director of Customer Experience at Oracle. We spoke to him about how Covid has provided companies with an opportunity to reset CX, and how data is now the biggest problem every company faces...

Customer experience can mean lots of different things to different people, but ultimately it is how somebody is left feeling when they interact with your business or service across whichever channel they have chosen to interact with your business on. Businesses now understand that CX is the most important thing to their survival because there is little to no brand loyalty anymore.

Customers don't necessarily interact with a company because they want to, they interact with them because they're either convenient, cost effective or they happen to have something that is already set up. It is a shifting sands conversation that we have, and some companies are at the cutting edge and others haven't yet started.

It's the companies at the forefront that are looking at what the market actually looks like and questioning if it is the same as it was, and what they need to do to get ahead of the curve in this shift towards real-time convenience. The real-time expectation of value and service is a big pressure retailers are dealing with.

CX is now the arrowhead at the tip of the spear for every engagement you have, so it needs one person, a connector, who has the skills to sit across all departments to drive it. I am starting to see 'micro boards' being formed around the customer, and companies are evolving customer journey mapping and instead of being inside out, we're now seeing outside-in businesses – it's about saying let's bring siloed departments together to talk under the Chatham House Rule every week. This is an example of really forward-thinking companies because they're admitting that they don't know all the answers and they're also agreeing that no one person is likely to know that. We are seeing more peer-to-peer collaboration, and former competitors are now speaking because they're all in survival mode.

"EXPERIENCE LOYALTY EXISTS. THE BRANDS THAT AREN'T DELIVERING ON CUSTOMER EXPERIENCE NEED TO UP THEIR GAME OR THEY WON'T SURVIVE"

I always ask companies to tell me the top three issues they are facing as a business, and on at least half of those occasions, they can't actually answer that question because they have so many challenges that they can't prioritise three. But by the time they can pick out either the biggest problem, reputational challenge or the biggest barrier to revenue they're facing, that gives us somewhere to build from.

Data is routinely the number one problem that almost every company faces. You may have lots of it, however if you can't use and make sense of it, then it is useless and worthless. It is about having the ability to enrich your data and actually make sense of it, being able to segment it in whichever way you choose.

It comes back to that strategy piece of what would you do if you were starting over? If you were building a new data environment now, you probably wouldn't import all of your legacy data because so much of it is wrong, inaccurate and duplicated.

I believe the Chief Revenue Officer can mobilise businesses and bring silos together because they sit in this micro silo, answering specifically to the board, reporting on revenue, core data and revenue milestones. This enables them to define what needs to happen, so that the people working in the operations and technology side of the business are held to account for meeting those objectives and delivering slick customer experiences.

I believe experience loyalty exists. The brands that delivered on customer experience before lockdown are going to stick around, and the brands that didn't need to up their game or they won't survive.

During my time at Oracle, I'm most proud of selling the first marketing solution to the UK government. I put a marketing and data segmentation solution into Argyll and Bute Council which is based in Campbeltown off the West Coast of Scotland.

As an authority it services the second largest land mass in the UK with the second smallest budget, and the council needed a digital outreach solution because the 'Beast from the East' had interfered with the phone lines and traditional communications on the surrounding islands. This enabled the council to push out real-time content across all platforms to open up communications. It made an impact at both a local and central level.

Emma Stacey

"THE EXPERIENCES THAT REALLY MATTER TO CUSTOMERS ARE THOSE MOMENTS OF TRUTH"



EMMA STACEY, TSB

Emma is Brand & Marketing Director at TSB. We spoke to her about how TSB has tackled the difficult conversation of money with customers in the pandemic, and how big banks are overcoming bureaucracy...

Our role as a bank is to help people get money confidence. It is a really rich territory for us to look at and bring to life through customer experience. Our customer experience shouldn't just be about the transactions of banking, but the relationship someone has with you to be able to be more confident about their money.

The insights we get from talking to customers are really beautiful – they don't always want to be a millionaire or buy a flash car; it's about the smaller everday moments of being able to treat the kids and or have those little luxuries. Our role is about helping people feel confident about their money so they can do the things that matter to them.

Covid really highlighted that not all customer journeys and customer experiences are equal, especially when it comes to finance. We realised the experiences that really matter to customers are those moments of truth, the moment they realise their account has been compromised and they need to speak to us, and customers remember how we chose to treat them in that stressful time.

Our customer experience approach is about giving best experience at the point of which it matters. We do this by removing the energy away from transactions that don't need us and putting the energy into the interactions that do.

"CX ISN'T ABOUT THE TRANSACTIONS OF BANKING, BUT THE EXPERIENCE TO BE MORE CONFIDENT ABOUT MONEY"

We are really putting the customer at the heart of everything and internal silos are naturally breaking down because it becomes less about individual agendas and more about aligning to the customer agenda that we're all trying to meet.

I don't think anyone expected the journey to go from walking pace to a sprint in quite the way that it did with Covid. It has taught us that we can overcome bureaucracy quite quickly without risking the governance. If you look at the time that it would normally take for us to introduce changes for the customer benefit versus what we've done during Covid, we've seen the art of the possible.

Emma Stacey

We've seen a change in how comfortable people are with their banking; more customers were worried about digital services and like the reassurance of coming into a branch or using the phone. Being able to take those customers through digital journeys has been a huge positive.

At TSB our whole mantra is around feeling what customers feel and for me that is really important because if the DNA of the organisation you're working for is customer focused you are able to focus on the customer experience.

Whilst CX is one of the biggest buzz words at the moment, it isn't going away. I think we'll see it become increasingly meaningful. The brands that just pay it lip service will be found out if they don't deliver on the CX promises.

If I had a magic wand, I would accelerate how quickly we can deliver our CX aspirations across all the channels.

Claire Holden

"A CUSTOMER IS NOT ALWAYS SOMEONE WHO IS MAKING A PURCHASE, ALL EXPERIENCES WITH A BRAND MATTER"



CLAIRE HOLDEN

Claire is Consumer Engagement Director, previously at adidas and Ted Baker. We spoke to her about the unique challenges that come with working for multinational retailers to align multiple strategies, and how connecting the data points is the key to great CX…

In terms of what customer experience means to businesses I've worked in, every person will have a different opinion and think about how it relates to their department, rather than thinking about how it relates to the brand more broadly, and more importantly to their customers. That's a big miss. Often when you stand back, there is not united understanding of the customer, across regions, departments or products.

When I say 'customer' it's not always someone who is making a purchase, all experiences matter – if someone wants to unsubscribe from an email, they should have as lovely an experience as someone who receives a box with their purchase. Ultimately, if they have a really enjoyable experience in those unexpected moments, they are more likely to come back in the future.

Managing silos is especially tricky in organisations with global-local set ups. From working in both global and local roles I know that alignment between both is paramount for strategies and tactics to succeed. Having decision makers involved as early as possible is also key to understanding any barriers or hurdles that may exist, before getting too far down the line and those hurdles become blockers.

When joining a new organisation, it is part of my role to create engagement strategies, which often do not already exist, across all consumer touch-points.

In most cases every team has their own strategy they are working to – with no dots being joined between them. I have learnt to become a 'connector', to understand what challenges everyone is facing, what the similarities are and how it relates to the customer, after all it's much easier to overcome challenges when you face them together. Often this includes identifying similarities in requests to product teams and working on collaborative business cases, using strong compelling data points to ultimately drive prioritisation.

"I'M SUPER EXCITED TO SEE WHAT EXPERIENCES COME OUT OF THE PANDEMIC, AND I HOPE MORE BRANDS USE DATA TO DELIVER EXPERIENCES CUSTOMERS WANT"

Claire Holden

I think Covid made a lot of brands realise they need to focus on customer-centric strategies and approaches. I've been talking to people in my network, and I'm seeing more companies who were previously campaign or product-led focusing on building customer-focused teams, starting with customer analysts to help educate the business and chief customer officers to drive company-wide customer focus. Ecommerce has definitely benefited from the shift to online but I am expecting to see a big surge in physical stores when things go back to normal as people are missing human interaction, but I think people will expect new things from stores. This is something I am really interested in understanding more in order to create new experiences based on customer feedback. I think we'll see retailers making physical spaces more experience focused. I'm super excited to see what innovations come out of the pandemic, and I hope more brands can use data to deliver experiences customers want.

Adam Powers

"THE PRACTICALITIES OF RAPID DIGITISATION HAVE CHANGED CX FOR THE BETTER"



ADAM POWERS, HSBC

Adam is Global Head of Experience Design at HSBC. We spoke to him about being the conductor of an orchestra, and the challenges of operating at scale…

I believe in the concept of 'total experience' and the holistic view of an organisation's interactions with its customer – whether it happens on a screen or in a physical environment. There is a lot of talk in the CX world about the customer relationship, but some customers don't want a relationship – and, you just need to get out of the way and give them what they want.

My journey through client-side for 12 years, and then spending the last decade in agencies, highlighted the important role brand must play. Brand is often forgotten, but it is a powerful lever in the world of customer experience, which can sometimes be more academic and process driven.

We're lucky to have champions in the business talking about CX in a meaningful way, to get the business past the tipping point to start considering CX in a more mature and progressive way. It is often the case that the more adventurous and progressive CMOs are the ones best placed to do that. But this is not a solo performance. We have so much momentum here around creating brilliant experiences, that it's not anchored on an individual.

We have a network of advocates who are the voice of their department, but they're also interested in customer experience. It's a good starting point to build relationships, and discuss initiatives and solutions together, that allow decisions to be made at the point of experience. It's been a real transformation journey to get to a place where there is more cross-fertilisation and cross-discipline collaboration.

The practicalities of rapid digitisation have changed the customer experience for the better. For example, changing how a customer authenticates their identity has gone from a lengthy in-branch process to a simple 10-minute digital process. Voice technology means we can now engage in meaningful transactions by phone for customers that don't want to deal with a human. We are continually looking at how we do things better and differently.

Saying that, we still face many challenges when it comes to silos. One challenge is operating at scale and the ongoing sense of giving the evidence to what this means for the success of the business and the customer. Another one is how the customer experience increasingly creates a point of differentiation when you're up against the likes of Monzo and Google Pay. You must talk to the organisation about what it means if we get CX right, and what the risks and threats are if we get it wrong – it feels like a constant roadshow for us travelling around the business to land the point.

"THE MAGIC HAPPENS WHEN THE BRAND VALUES ARE EXPRESSED ACROSS ALL CHOREOGRAPHED AND COORDINATED EXPERIENCES"

Adam Powers



Finally, as a global operation we have to be thinking about the cultural and market context of relationships with a bank. And while it's so important that we look for universal human truths to give us the opportunity to scale at pace and to drive consistency of experiences, it's all about cultural context. In Mexico, for example, people's relationship with the bank is heavily formed by the manifestation of a branch and how good a branch looks. Whereas in China, it is incredibly human and all about relationships. As CX practitioners, we need to create experiences that reflect locality and respond to that.

The local culture brand story HSBC has established and my domain of product service and CX have historically existed independently. A year on, brand hasn't been about the 48-sheet poster at Heathrow Airport. We've been sandboxing with the digital team to work out how the big brand ideas manifest in a mortgage application or the 404-error page, right through to how the call centre script is adapted.

I'm really excited about next year, because the magic happens when the brand values are expressed across all choreographed and coordinated experiences.

I'm feeling positive about the future now but operating at such scale means we can't take our eye off the ball when it comes to nurturing CX end-to-end in a cultural context. Successful CX leaders are conductors of an orchestra that don't know how to play every instrument. But when they know how to get them to work together and encourage those solo moments, that's working at scale and what I aspire to.

PARAGON DCX

Paragon DCX is a digital acceleration agency.

We exist to offer brands a versatile partner to tackle complex business, marketing, and digital challenges. We are part of the Paragon group.

Our expertise extends across digital and marketing strategy, designing and building digital products & platforms, collecting and analysing data, and crafting impactful creative and communications that change customer behaviour.

Paragon DCX has been around for over twenty years in different guises. We are the coming-together of globally-renowned creative, data, and customer communications powerhouses; digital experience specialists; marketing automation rock-stars; and mobile application, digital product and platform gurus.

We have delivered award-winning work, and transformed marketing and business for brands such as Comic Relief, Coventry Building Society, Pepper Financial Services, Greene King, Goldman Sachs, Great Western Railway, Aviva, Bupa, as well as many more.

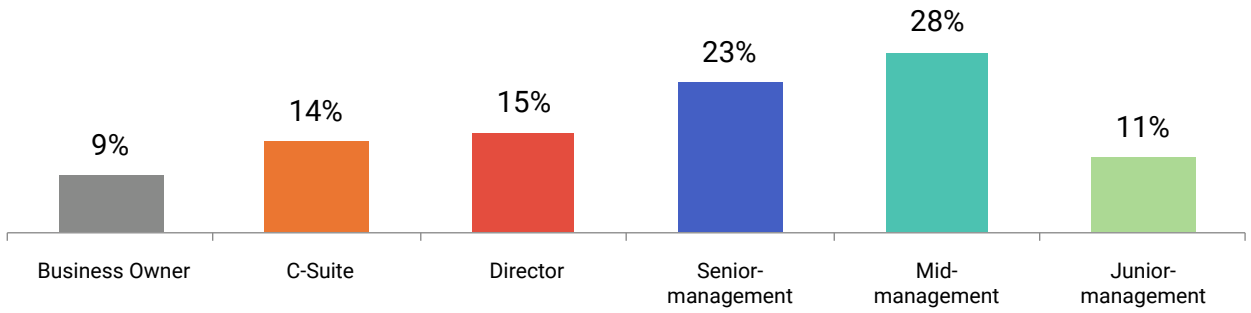
Along with DCX agencies Celerity and Despark, Paragon DCX's mission is to drive more memorable customer experiences and deliver even greater business impact.

With a laser focus on driving better customer engagement, capturing insights for better decisions, streamlining business operations and driving commercial growth, we help organisations all around the world.

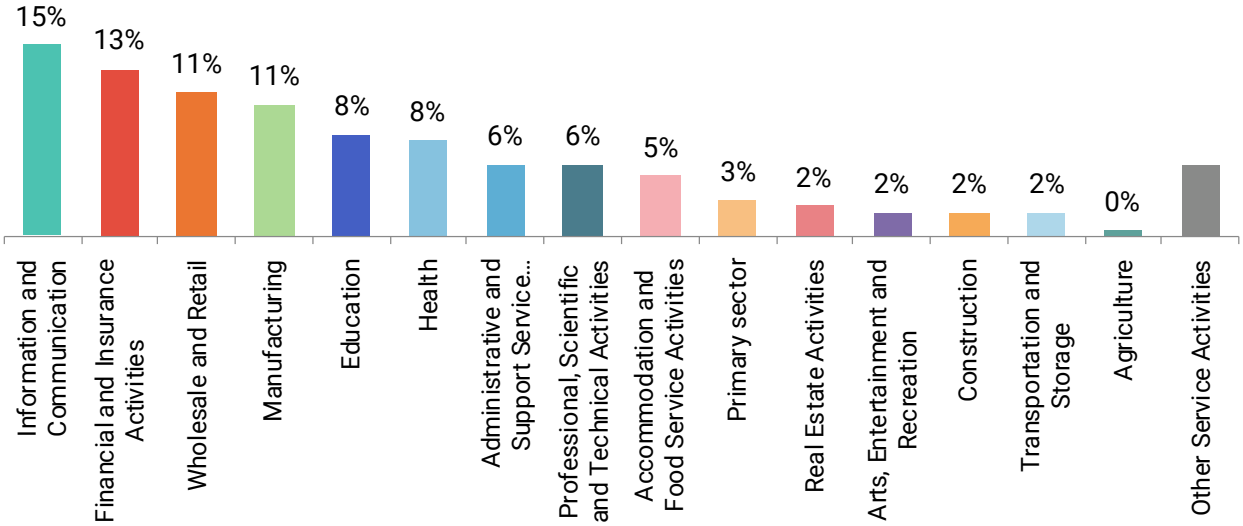
RESEARCH RESULTS

WE SPOKE TO 209 DECISION MAKERS IN LARGE BUSINESSES

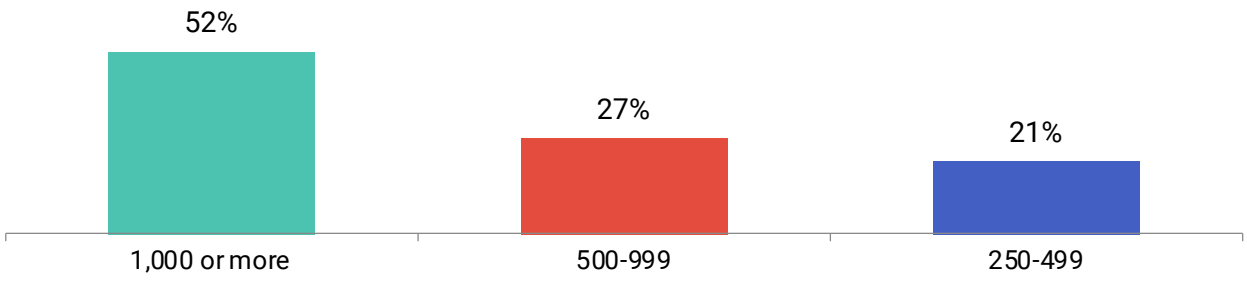
SENIORITY



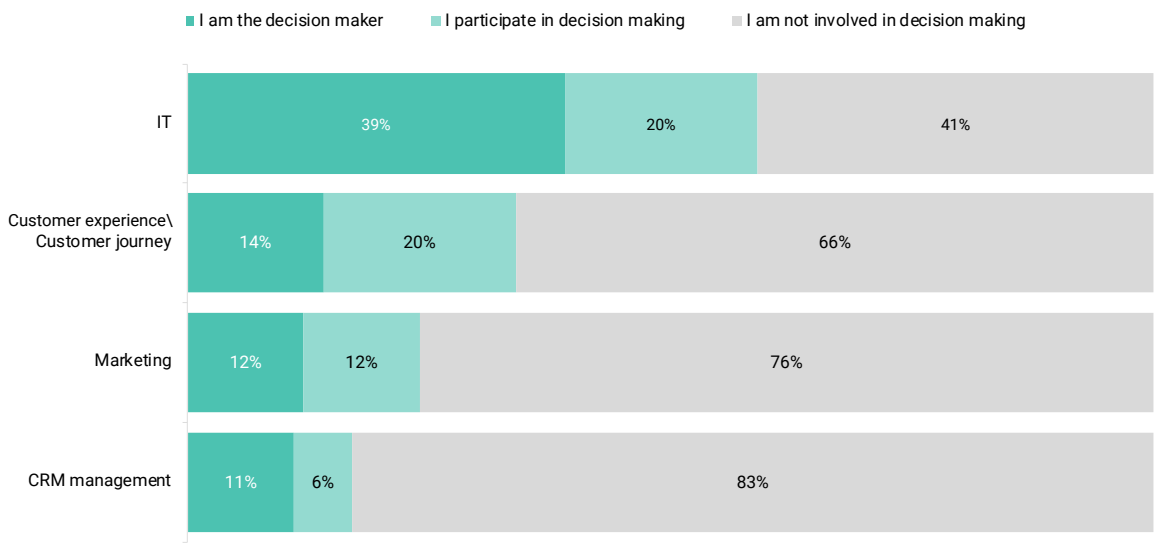
SECTOR



SIZE BY EMPLOYEES

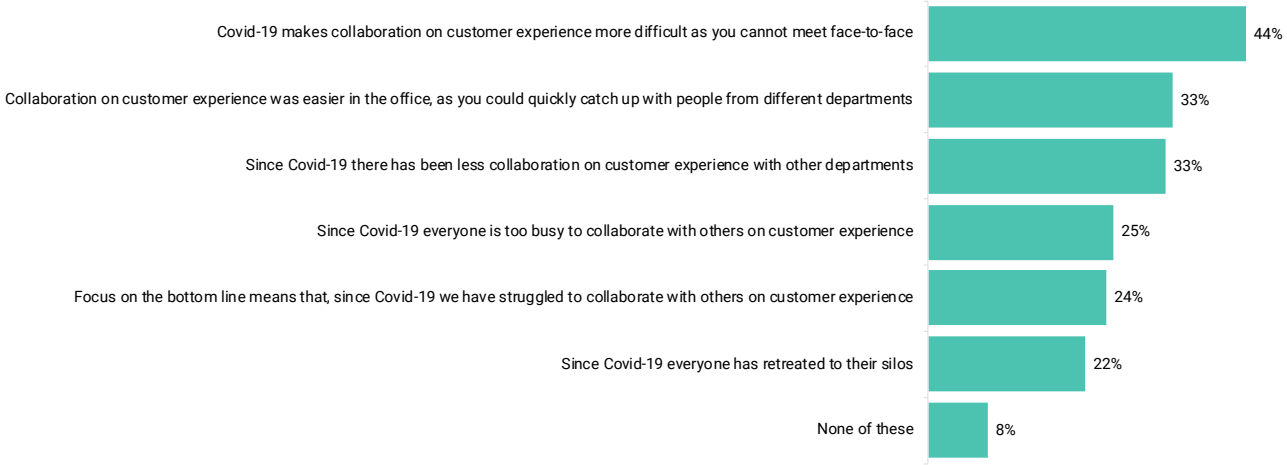


ONE IN THREE RESPONDENTS PARTICIPATE IN DECISION-MAKING ON CX ISSUES AND, THREE IN FIVE PARTICIPATE IN DECISION-MAKING ON IT ISSUES



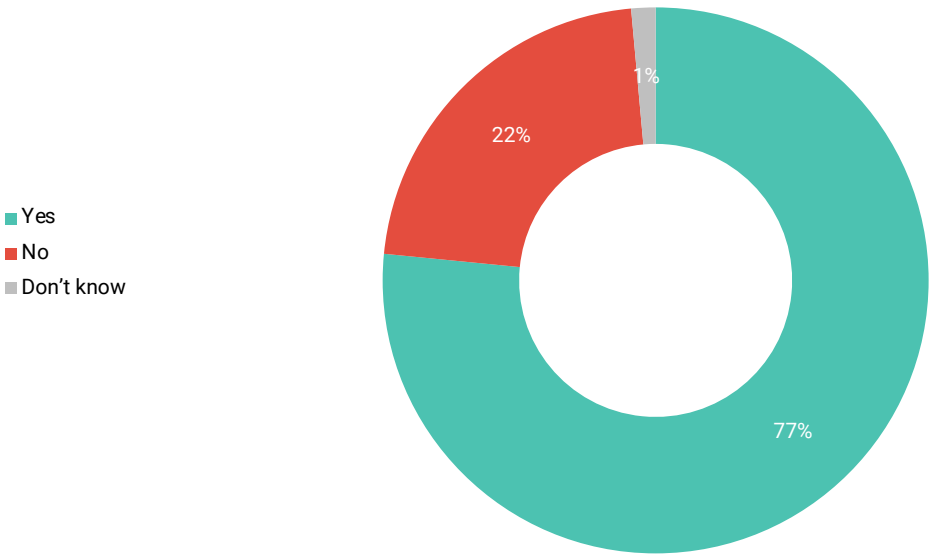
Which of the following best describes the role you typically play in relation to each of the following? Base: All respondents (209)

TWO IN FIVE RESPONDENTS SAY THE PANDEMIC HAS MADE COLLABORATION ON RELATED ISSUES MORE DIFFICULT



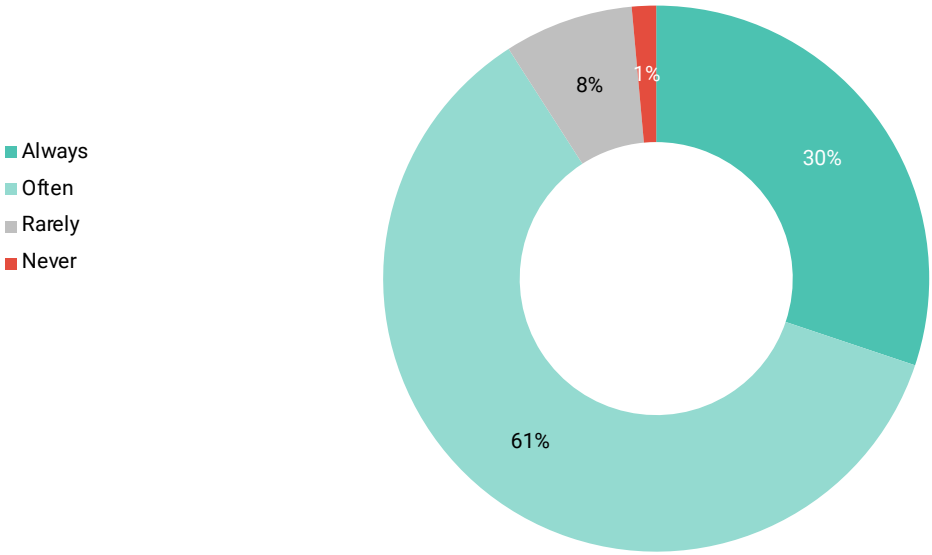
Thinking about the impact of Covid-19 on your business, which, if any, of the following apply to your business? Base: All respondents (209)

77% OF RESPONDENTS HAVE WORKED ON A PROJECT RELATED TO CX IN THE LAST YEAR



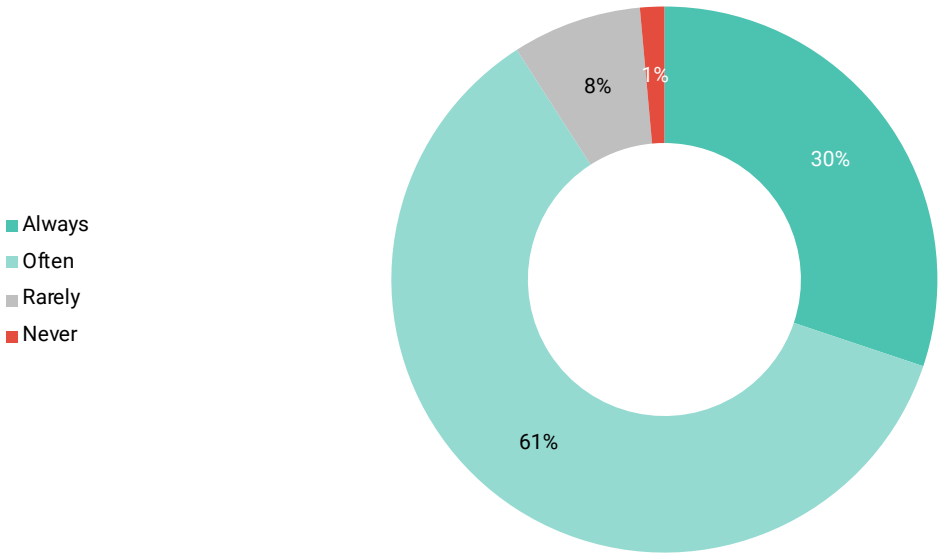
Have you worked on a project related to customer experience in the last 12 months? Base: All respondents (209)

JUST ONE IN TEN RARELY OR NEVER COLLABORATE WITH COLLEAGUES OUTSIDE THEIR DEPARTMENT



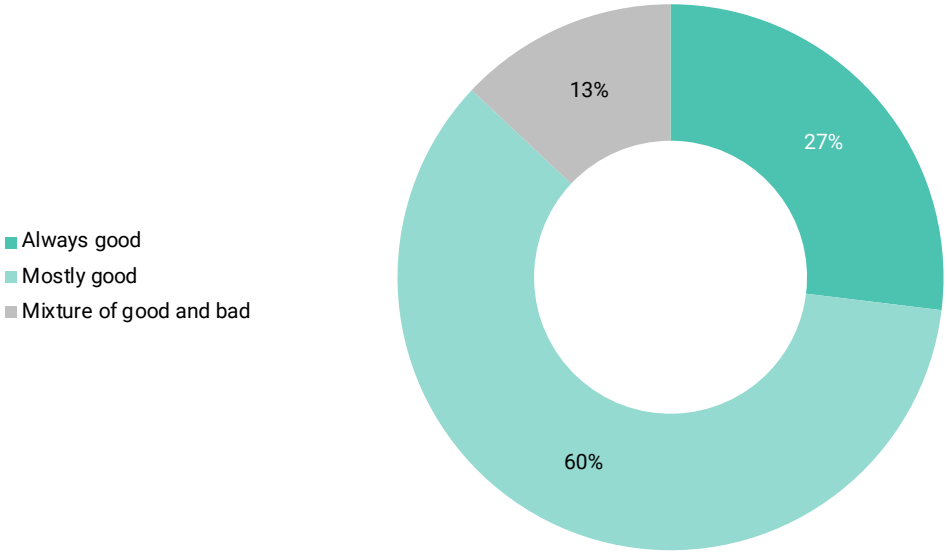
How often do you choose to collaborate with colleagues outside of your department on issues related to customer experience? Base: All respondents (209)

ONLY 30% OF RESPONDENTS ARE ALWAYS INVITED TO COLLABORATE WITH COLLEAGUES OUTSIDE OF THEIR DEPARTMENT ON ISSUES RELATED TO CX



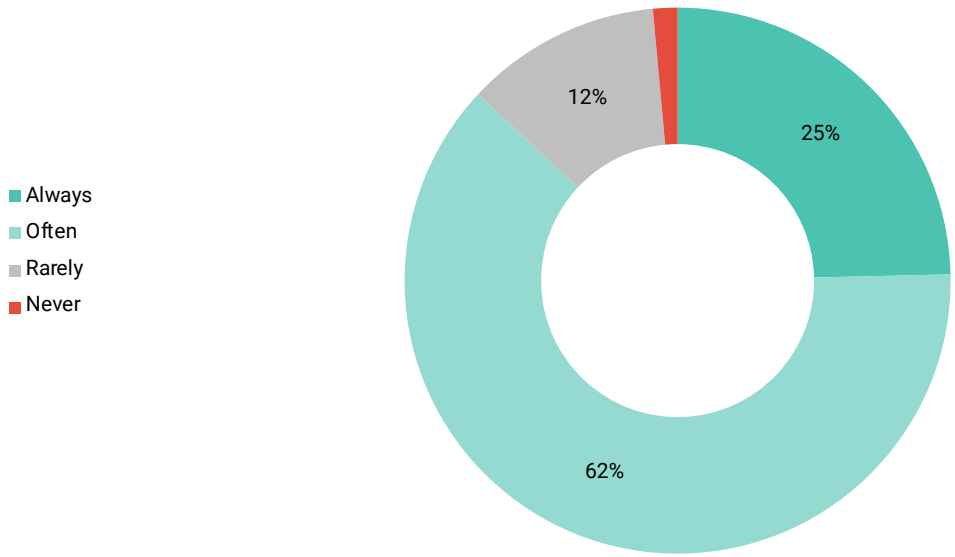
Which of the following best describes the role you typically play in relation to each of the following? Base: All respondents (209)

THE VAST MAJORITY OF THOSE COLLABORATING WITH COLLEAGUES OUTSIDE THEIR DEPARTMENT ON CX ISSUES THINK THIS COLLABORATION HAD A GOOD IMPACT



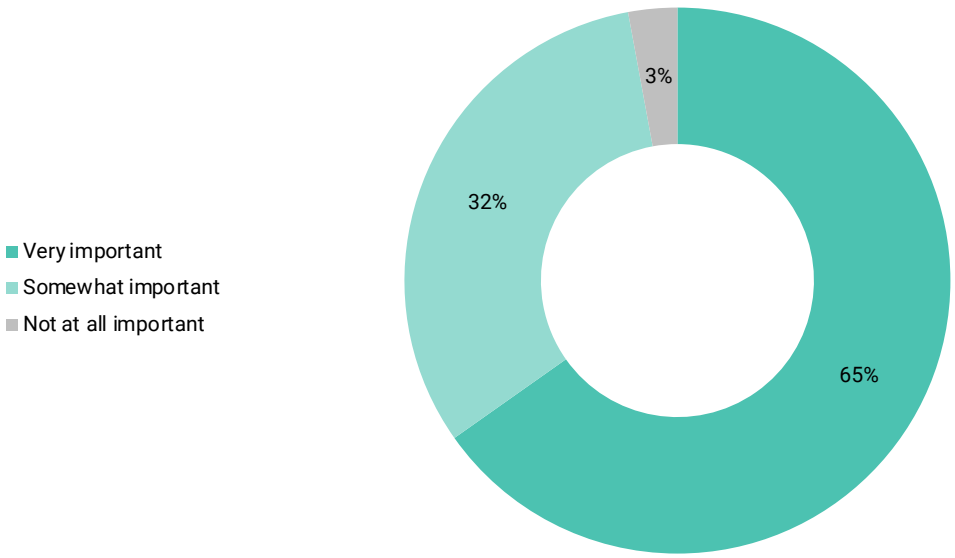
Thinking about the times you have collaborated with colleagues outside your department on issues related to customer experience, has this collaboration tended to have a good or bad impact? Base: Those that have collaborated on customer experience projects (209)

62% OF NON-DECISION MAKERS ARE ALWAYS INVITED TO COLLABORATE ON ISSUES RELATED TO CX



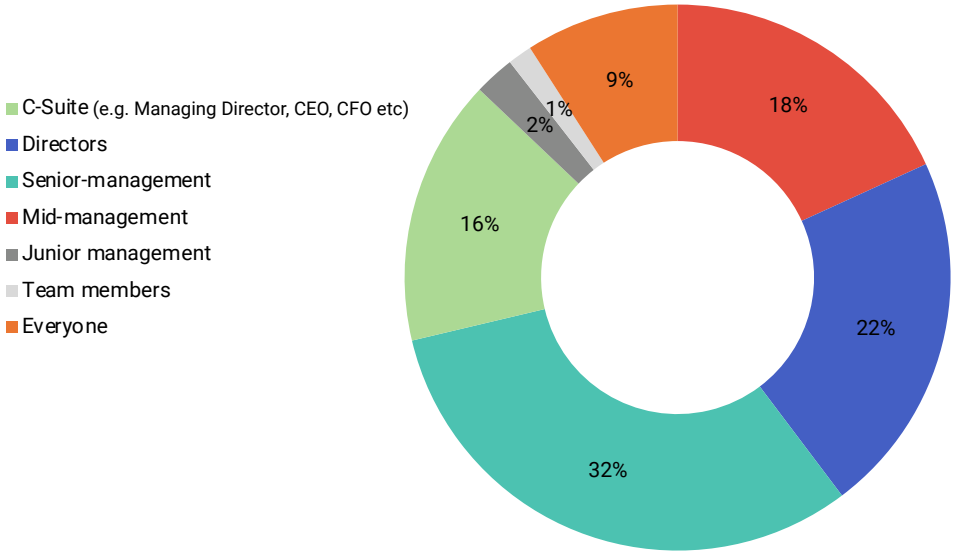
You said that you do not participate in decision-making on issues related to customer experience / customer journey. How often are you invited to collaborate with those working on issues related to customer experience / customer journey? Base: Non-decision makers on customer experience (138)

MORE THAN HALF OF RESPONDENTS THINK IT IS VERY IMPORTANT THAT SOMEONE IN THEIR ROLE IS CONSULTED ON CX ISSUES



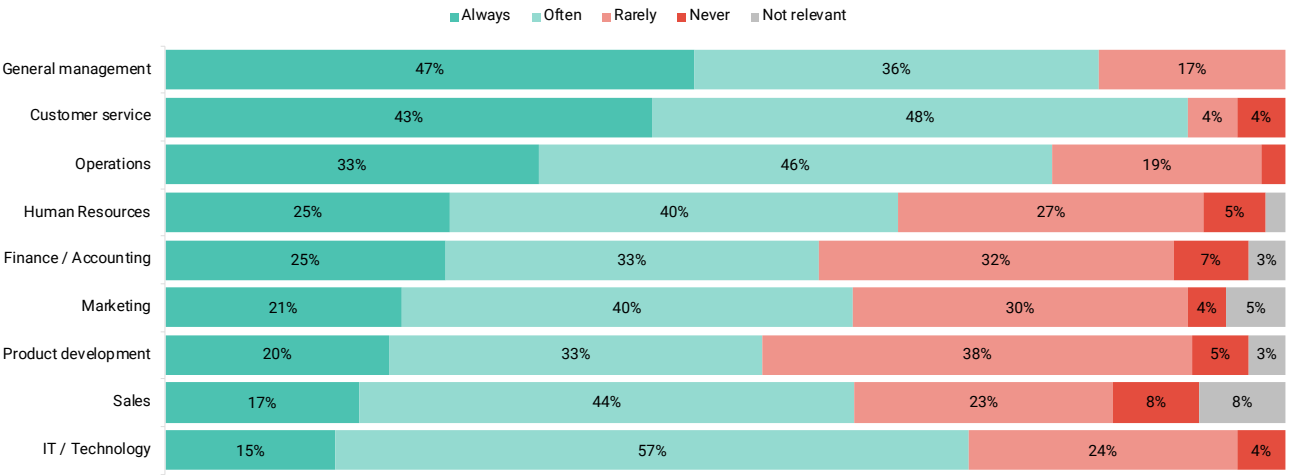
Continuing to think about issues related to customer experience / customer journey. How important do you think it is that someone working in your role is consulted on work related to customer experience / customer journey? Base: Non-decision makers on customer experience (138)

SEVEN IN TEN RESPONDENTS FEEL THAT THOSE IN SENIOR MANAGEMENT OR ABOVE SHOULD BE RESPONSIBLE FOR ENSURING COLLABORATION ON CX



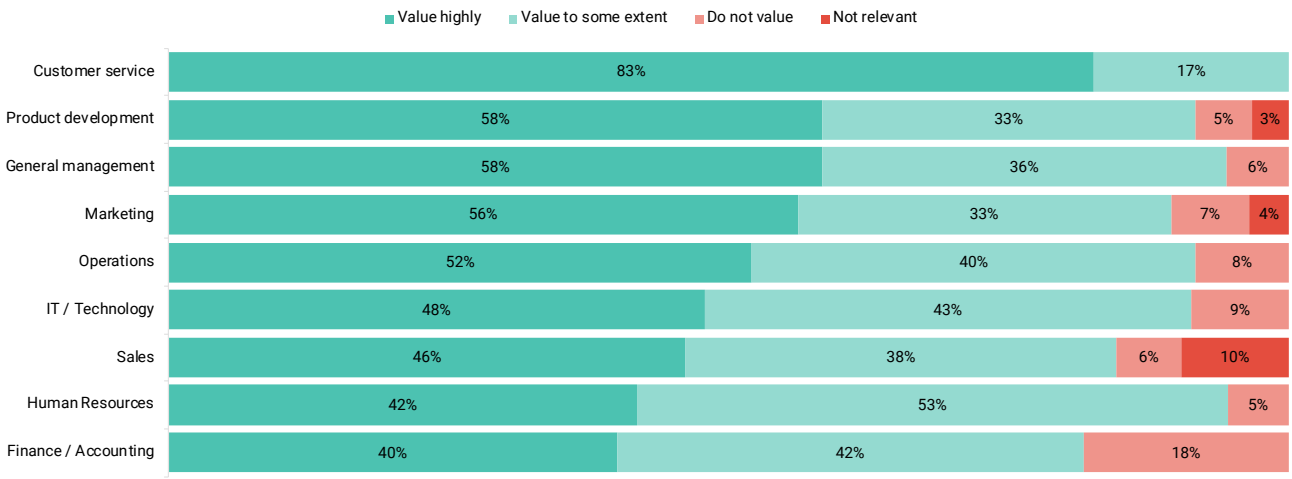
What level of seniority do you think is primarily responsible for ensuring collaboration on customer experience? Base: All respondents (209)

A QUARTER OF THOSE PARTICIPATING IN CX DECISION MAKING RARELY COLLABORATE WITH THOSE IN MARKETING, PRODUCT DEVELOPMENT, OR SALES



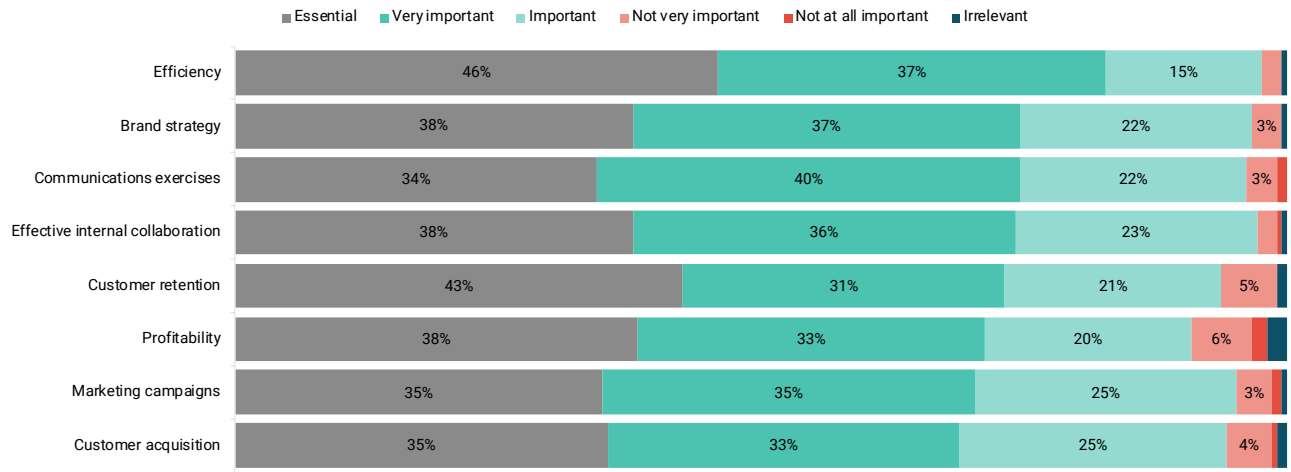
Continuing to think about issues related to customer experience / customer journey. How important do you think it is that someone working in your role is consulted on work related to customer experience / customer journey? Base: Non-decision makers on customer experience (138)

FOUR IN FIVE CX DECISION-MAKERS HIGHLY VALUE INSIGHTS FROM THOSE WORKING IN CUSTOMER SERVICE



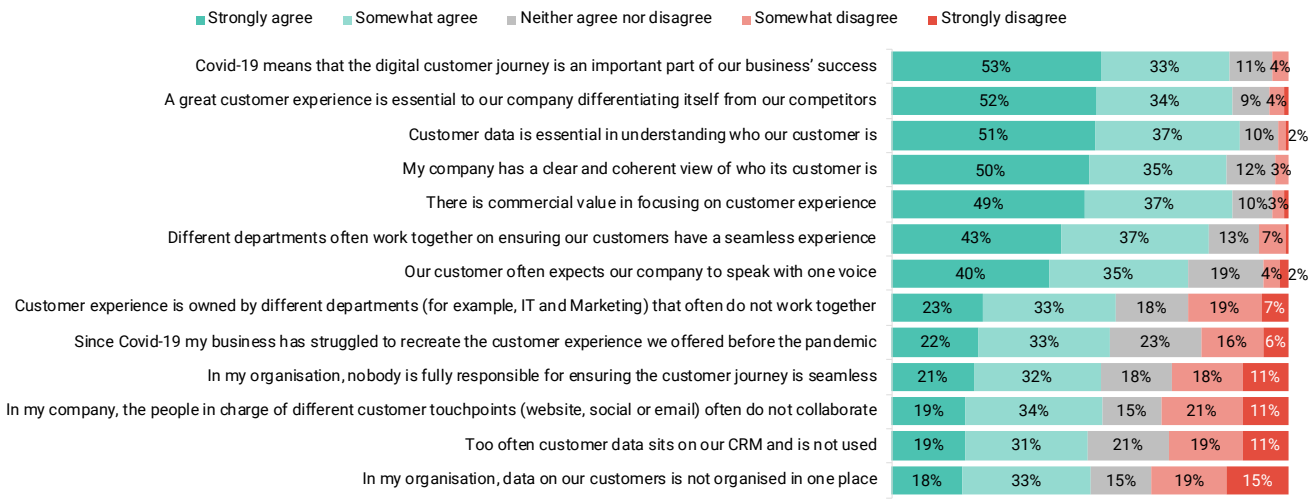
Continuing to think about issues related to customer experience / customer journey. To what extent, if at all, would you value insight on this topic from individuals from each of the following departments? Base size: Those not working in general management (36), Those not working in customer service (23), Those not working in finance / accounting (60), Those not working in HR (55), Those not working in IT (46), Those not working in marketing (57), Those not working in operations (48), Those not working in product development (60), Those not working in sales (52)

MAJORITY THINK A SINGLE COHERENT VIEW OF A CUSTOMER IS ESSENTIAL OR IMPORTANT TO KEY BUSINESS FACTORS



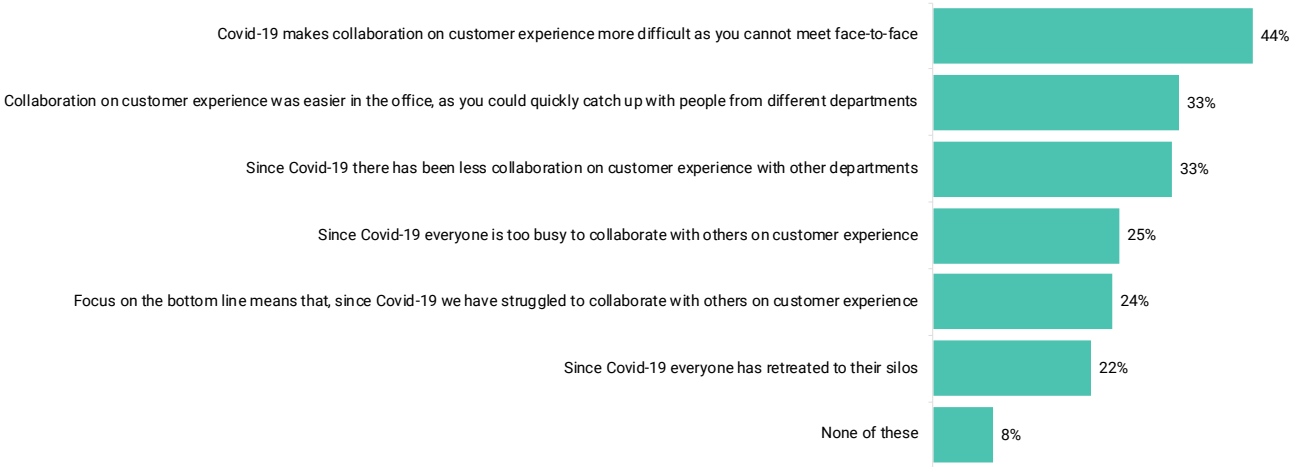
How important is having a single, coherent view of your business' customer to each of the following? Base: All respondents (209)

86% THINK A GREAT CUSTOMER EXPERIENCE IS ESSENTIAL TO THE COMPANY DIFFERENTIATING ITSELF



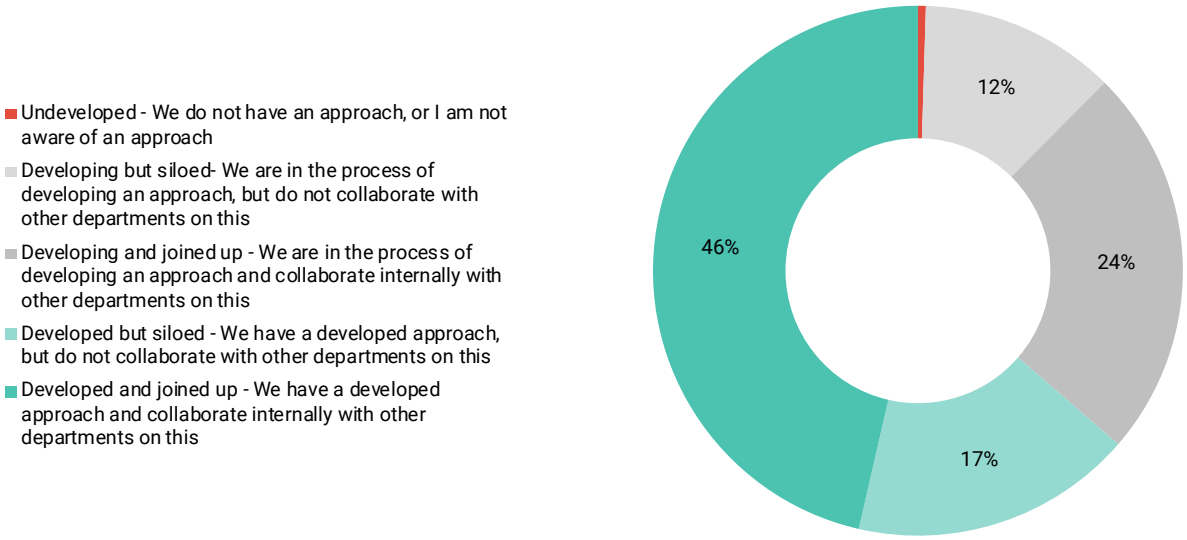
To what extent do you agree or disagree with the following statements? Base: All respondents (209)

TWO IN FIVE RESPONDENTS SAY THE PANDEMIC HAS MADE COLLABORATION ON RELATED ISSUES MORE DIFFICULT



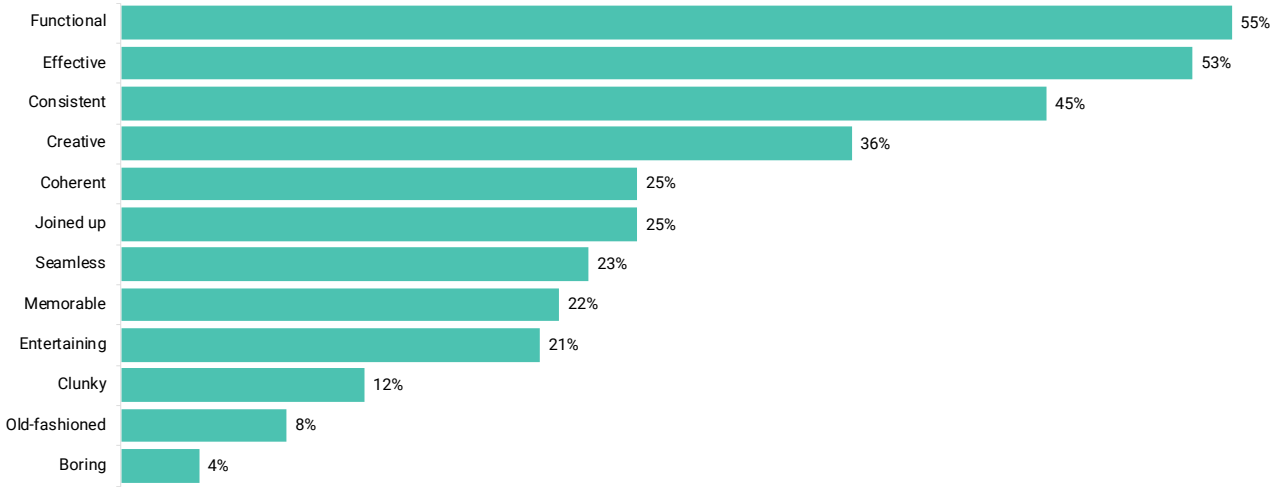
Thinking about the impact of Covid-19 on your business, which, if any, of the following apply to your business? Base: All respondents (209)

HALF OF LARGE ORGANISATIONS DO NOT HAVE A DEVELOPED AND JOINED-UP APPROACH TO CX



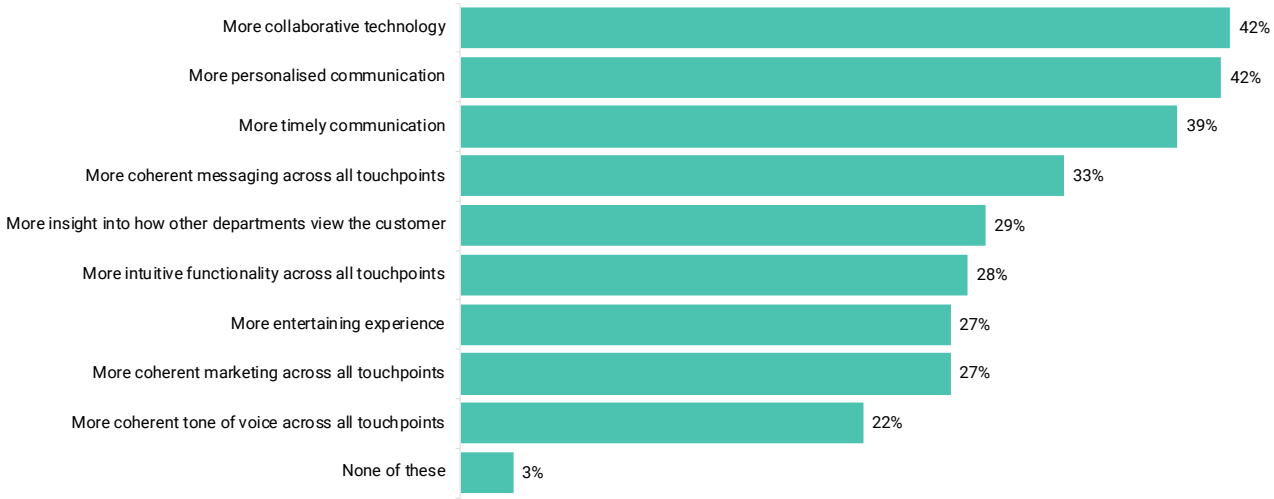
Which of the following best describes the maturity of your organisation's approach to customer experience? Base: All respondents (209)

JUST ONE IN FIVE SAY THEIR CX DIGITAL JOURNEY IS ENTERNTAINING OR MEMORABLE



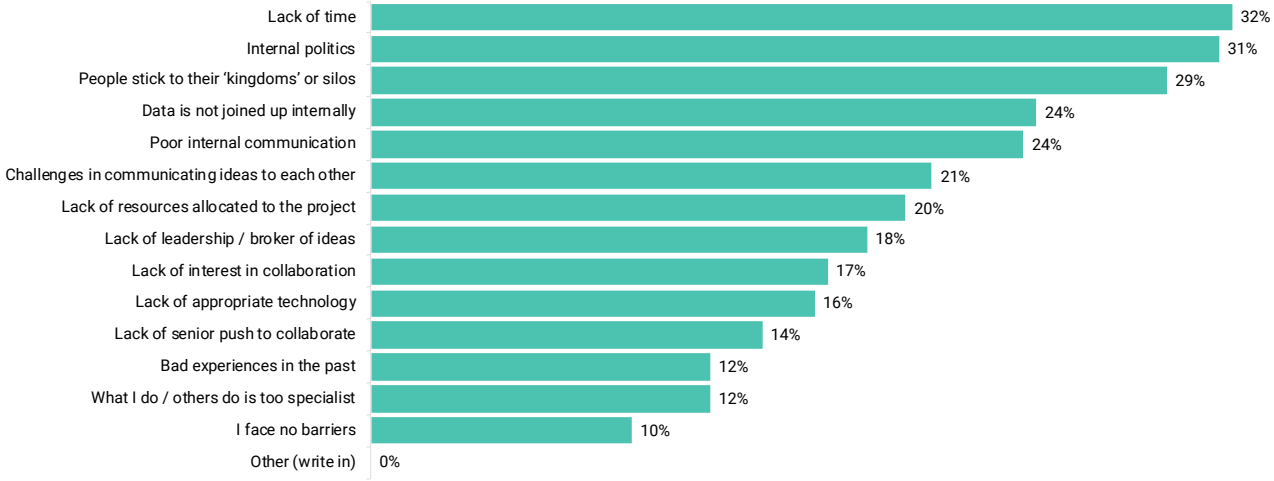
Which, if any, of the following words and phrases would you use to describe the current digital journey of your organisation's customers?
Base: All respondents (209)

COLLABORATIVE TECHNOLOGY, PERSONALISED AND TIMELY COMMUNICATION ARE TOP OF DECISION-MAKERS' WISH-LIST FOR IMPROVING CX INTERACTIONS



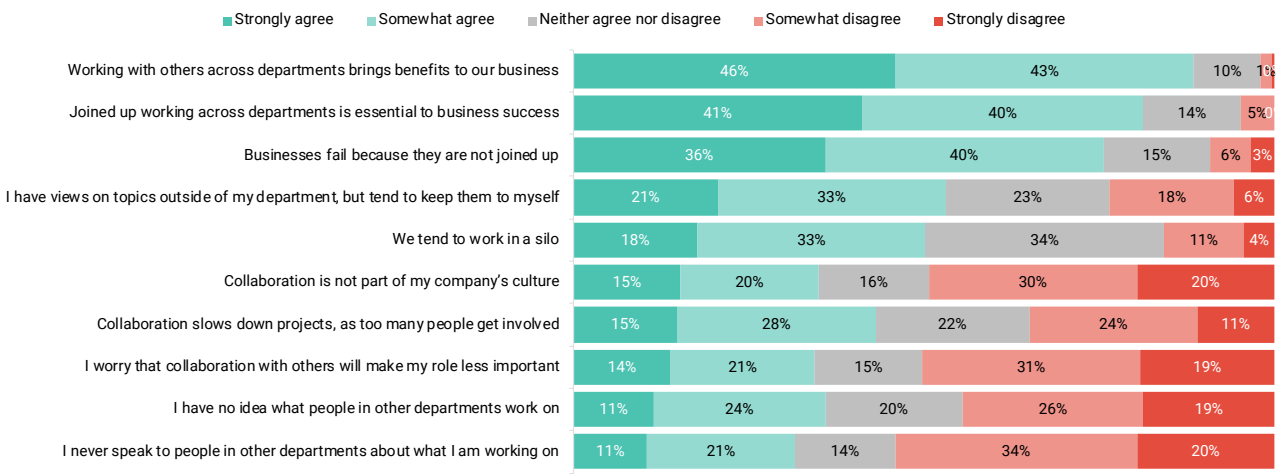
Which, if any, of the following would improve the experience of your customers when interacting with your organisation? Base: All respondents (209)

LACK OF TIME AND INTERNAL POLITICS ARE MOST OFTEN SEEN AS A BARRIER TO COLLABORATING WITH THOSE FROM OTHER DEPARTMENTS ON CX



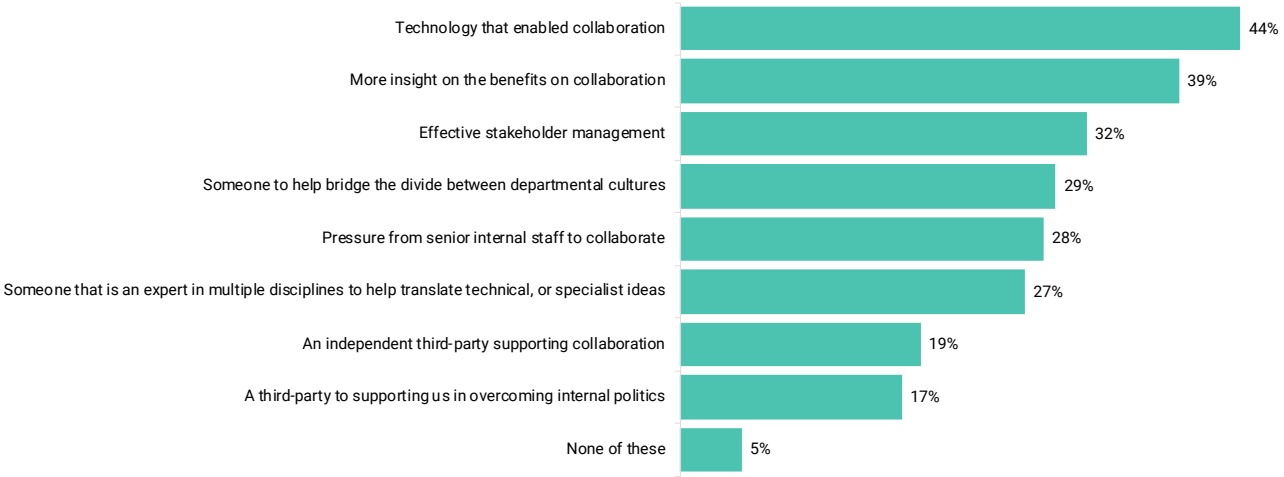
Which, if any, of the following barriers do you face in collaborating with others from different departments on issues related to customer experience? Base: All respondents (209)

HALF OF RESPONDENTS KEEP THEIR VIEWS ON TOPICS OUTSIDE OF THEIR DEPARTMENT TO THEMSELVES



To what extent do you agree or disagree with the following statements about collaboration on customer experience? Base: All respondents (209)

TWO IN FIVE SAY THAT TECHNOLOGY WHICH ENABLED COLLABORATION AND FURTHER INSIGHT ON THE BENEFITS OF COLLABORATION WOULD ENCOURAGE THEM TO WORK WITH OTHERS ON CX ISSUES



Which, if any, of the following would encourage collaboration on issues related to customer experience within your organisation? Base: All respondents (209)

THANK YOU

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