KEY INITIATIVE

Customer Experience Design and Execution
Overview: CX Design and Execution

Top Challenges and How Gartner Can Help
CX leaders must facilitate, help and empower the entire enterprise to understand key customer personas, map customer journeys, design and optimize interactions, and deliver innovative products, services and experiences. This creates competitive advantage and increases customer satisfaction, loyalty and advocacy. Our research addresses the following common client questions:

- How do I best understand my customers’ needs, expectations and perceptions?
- What processes and methodologies do I need to develop, design and execute a powerful customer experience?
- How do I plan for, prioritize and execute successful CX projects?

The Topics We Cover Include:

- **Customer needs, expectations and perceptions**: Leveraging customer research, voice of the customer (VoC) and customer journey analytics to inform personas and journey maps.
- **CX project planning, prioritization and execution**: Deploying processes and platforms that allow the organization to design customer experiences that deliver better customer and business outcomes.
- **CX processes and methodologies**: Deploying effective CX strategies and prioritizing high-impact CX initiatives.
Challenges with CX Design and Execution

1. Pressure to fix issues while simultaneously creating innovative, differentiated experiences

- CX leaders report 67% of their team’s projects focus on fixing existing customer pain points, while 33% of their projects focus on innovating new experiences to build loyalty.
- Only 29% of CX leaders agree that their projects achieve the intended results.

2. Lack of high quality and actionable insights from VoC listening posts

- Despite access to data, 72% of Customer Experience leaders report that their organizations still do not fully understand what drives their customers’ behaviors and attitudes.
- 83.6% of verbatim NPS feedback captured is of low insight value.

3. Inability to predict which CX projects will drive customer loyalty

- Only 41.8% of CX’s business partners think most of the projects that CX teams work on have achieved the intended results.
- 28% of customers have considered switching their suppliers in the past 30 days; among those who considered switching, 48% followed through.
## Questions your peers are asking

### Topics

#### Key Client Issues

| Customer Experience Execution | How do I make the case for CX investments? |
|                              | How can I collaborate across functions to manage successful CX initiatives? |
|                              | How do I prioritize CX initiatives to maximize business impact? |
| Customer Experience Design    | How do I create, manage and drive adoption of customer personas? |
|                              | How do I collaborate across functions to build useful journey maps? |
|                              | How do we stay in front of changes in customer behavior across the customer journey? |
|                              | How do we scale customer-centered design in our products and services? |
|                              | How can I build capabilities for customer centric design among my business partners? |
| Customer Experience Insight   | How do I launch and measure a successful VoC program? |
|                              | How do I interpret customer data to drive insight necessary for CX? |
|                              | How should I successfully conduct customer experience journey mapping? |
|                              | What matters most to our customer across touchpoints and relationships? |
|                              | What is the role of direct, indirect and inferred data in understanding our customers? |
Capabilities support each stage of your initiative

Diagnose current state

- **Understand** how other Customer Experience (CX) leaders develop the business case for investment in CX by reading *How to Justify the Business Value of Your Customer Experience Investments*.

- **Compare** your organization’s CX function to others by reviewing Gartner’s Annual State of the Function Survey.

- **Assess** your organization’s current CX maturity, understand your gaps and prioritize stepwise improvements to your organization’s capabilities.

Develop your plan

- **Learn** how the right VoC strategy can produce a VoC program that improves the value and use of customer data while reducing risks and delivering better outcomes in our note, *Build a Voice-of-the-Customer Strategy to Harness the Power of Customer Data*.

- **Review** *How to Design Customer Experiences Using Persona-Driven Customer Journeys* to learn how to design experiences for pivotal moments in the customer journey that count.

- **Create** an effective and actionable cross-functional work plan by leveraging *How to Turn Persona-Driven Customer Journey Maps Into an Actionable, Cross-Functional Customer Experience Plan*.

Execute and drive change

- **Obtain** more substantial and informative customer feedback using our guidance on how to *Improve Response Quality and Rates Through Improved Survey Design*.

- **Design** your organization’s current state and future state customer journey maps using our *CEB Ignition™ Guide to Building a Customer Experience Journey Map*.

- **Prioritize** customer touchpoint improvements and innovations surfaced through the journey mapping process by using our *CX Prioritization Tool*.
# Gartner support organized against your timelines

## Activity Roadmap

<table>
<thead>
<tr>
<th>Initiative</th>
<th>0-90 Days</th>
<th>91-180 Days</th>
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<tbody>
<tr>
<td><strong>Improving CX Design and Execution</strong></td>
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<tr>
<td>▪ <strong>Key Resources</strong>: Receive short list of key resources, including <em>How to Justify the Business Value of Your Customer Experience Investments</em> to assess functional impact and build credibility.</td>
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<tr>
<td>▪ <strong>Consultation</strong>: Review Customer Experience State of the Function Survey and discuss maturity diagnostic process with an Advisor/Analyst.</td>
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<td>▪ <strong>Diagnostic</strong>: Launch the CXM diagnostic to assess your function’s maturity based on our research-based methodology.</td>
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<tr>
<td>▪ <strong>Diagnostic Results</strong>: Review results with an Advisor to identify top opportunities and begin to roadmap priorities to our tools and research.</td>
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<tr>
<td>▪ <strong>Key Resources</strong>: Receive short list of key resources to inform your strategy for opportunities identified in diagnostic.</td>
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<td>▪ <strong>Research Discussion</strong>: <em>Build a Voice-of-the-Customer Strategy to Harness the Power of Customer Data.</em></td>
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<tr>
<td>▪ <strong>Consultation</strong>: Discuss persona development and journey mapping with an Advisor/Analyst to better target experience improvement initiatives.</td>
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<td>▪ <strong>Step-by-step Guidance</strong>: Use the <em>Ignition Guide to Building a Customer Experience Journey Map</em> to identify the key moments that to improve loyalty.</td>
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<tr>
<td>▪ <strong>Consultation</strong>: Receive feedback and guidance on journey mapping documentation from an Advisor/Analyst.</td>
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<td>▪ <strong>Actionable Tool</strong>: Leverage the <em>CX Prioritization Tool</em> to Prioritize customer touchpoint improvements and innovations surfaced in journey mapping process.</td>
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<td>▪ <strong>Conference</strong>: Attend Gartner’s Marketing Symposium to to connect with other Marketing Executives and learn how to drive customer experience and digital innovation.</td>
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### Comprehensive Support Across Marketing

**Advertising**
- Advertising Channels and Formats
- Advertising Strategy
- Programmatic Advertising

**Consumers and Culture**
- Consumer Communication Channels and Buying Platforms
- Cultural and Societal Shifts
- Your Future Consumer

**Customer Experience Design and Execution**
- Customer Needs, Expectations, and Perceptions
- CX Processes and Methodologies
- CX Project Planning, Prioritization, and Execution

**Marketing Organization and Operations**
- Marketing Budget and Resource Management
- Marketing Structure, Talent and Training
- Marketing Operations
- Agency and Service Provider Management

**CMO Strategy and Innovation**
- Marketing Strategy and Development
- Creating and Managing Disruption
- Marketing and Business Innovation Acceleration
- Marketing Leadership and Organizational Effectiveness
- Marketing and Business Innovation Acceleration

**B2B Buyer Insights**
- Enterprise Customer Insights and Trends
- Small Business Insights and Trends

**Customer Experience Leadership and Management**
- Customer-Centric Culture
- CX Measurement and Business Benefit
- CX Strategy, Organization and Governance

**Marketing Data and Analytics**
- Customer Insight and Analytics
- Marketing Measurement
- Data Management and Analytics Technology

**Mobile Marketing**
- Mobile Marketing Strategy
- Mobile’s Role in Multichannel Marketing
- Mobile Marketing Technology, Agency and Vendor Management

**Market Insight and Analytics Management**
- Insight and Analytics Talent and Processes
- Internal Influence
- Insight and Analytics Measurement and Business Impact

**Branding and Value Proposition**
- Brand Architecture
- Brand Investment, Measurement, and Governance
- Brand Positioning, Values, and Messaging

**Demand Generation and Sales Enablement**
- Account-Based Marketing
- Lead Management
- Sales Partnership and Sales Support

**Marketing Technology & Emerging Trends**
- Critical Capabilities and Best Practices
- Emerging Trends
- Vendor Landscape and Selection

**Digital Performance Benchmarks**
- 28 industry sectors

**Social Marketing**
- Social Marketing Strategy
- Social Marketing Management, Measurement and Optimization
- Social Marketing Technology, Agencies and Vendors

**Content Marketing**
- Content Marketing Best Practices
- Content Marketing Strategy
- Content Marketing Operations

**Digital Commerce**
- Digital Commerce Performance Optimization
- Benchmarking Your Amazon Perf.
- Digital Commerce Strategy

**Multi-Channel Marketing**
- Multichannel Marketing Best Practices
- Multichannel Marketing Strategies
- Multichannel Marketing Critical Capabilities

**Search Strategy and Execution**
- Search Performance Benchmarks
- Search Strategy
- Search Management, Measurement and Optimization
- Search Vendor Selection

**Marketing Strategy and Development**
- Marketing Strategy and Development
- Creating and Managing Disruption
- Marketing Leadership and Organizational Effectiveness
- Marketing and Business Innovation Acceleration