

15 Dimensions of Experience Management



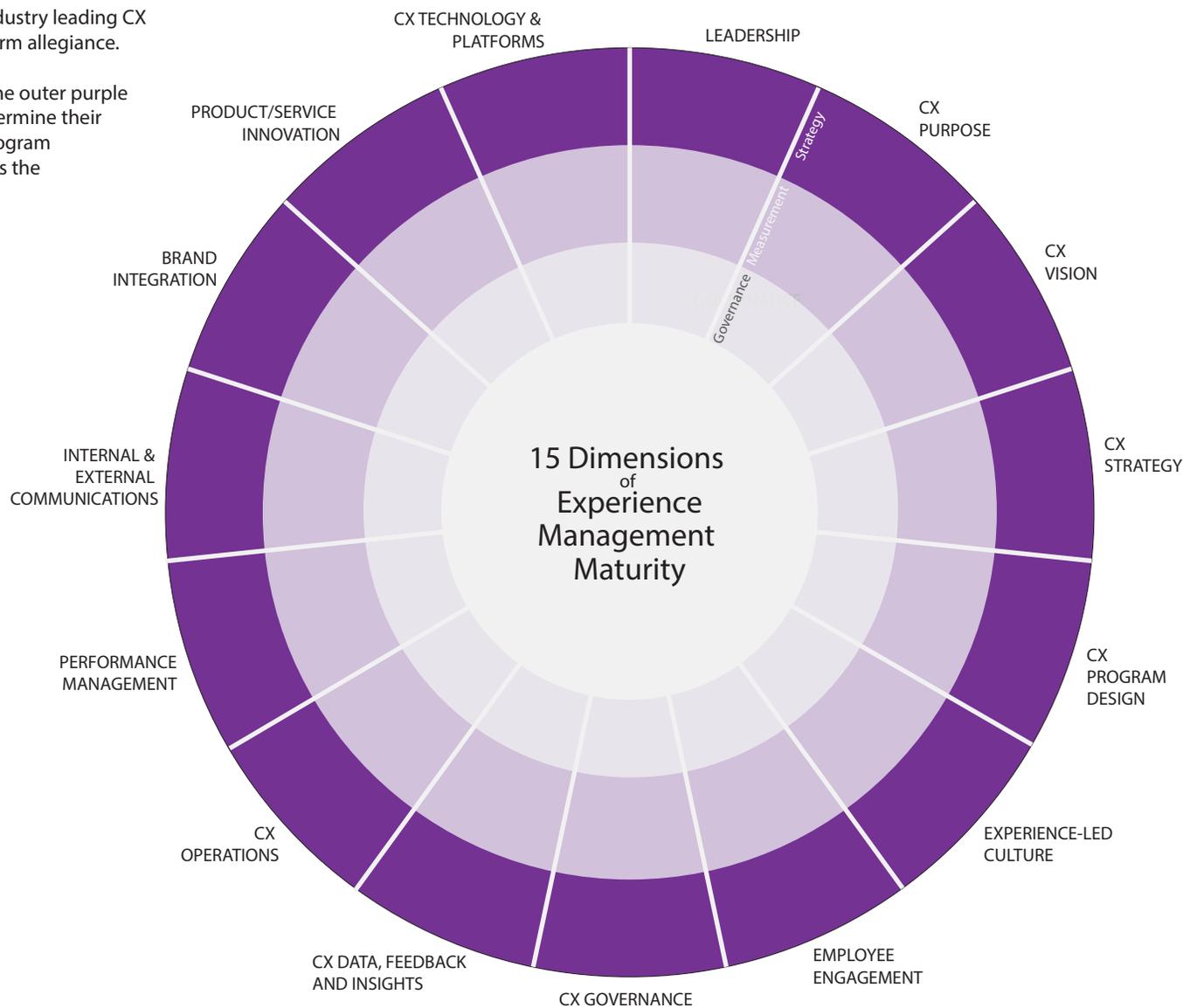
CX Dimensional Wheel for Capabilities Maturity Assessments

The CX Pilots CX Dimensional Wheel helps organizations mature their Experience Management Programs.

The dimensions have been aggregated from nine industry leading CX maturity models in an effort to remove bias or platform allegiance.

The dimensional wheel has three concentric rings. The outer purple ring is the Strategy vector. It helps organizations determine their strategic approach to maturing each of the 15 CX program management dimensions. Next to the Strategy ring is the Measurement ring. The Measurement ring helps organizations determine their approach to assigning metrics and KPIs to measure each dimension. The inner ring is the Governance ring. It helps organizations determine how it can best sustain progress in its maturity of each dimension.

Once all rings of the wheel are complete, the organization will have developed a comprehensive approach to addressing all aspects of its CX program management maturity. At this point it will be able to more effectively compete on the basis of CX, systematically addressing the needs and expectations of all internal and external stakeholders involved.



LEADERSHIP

Both the functional hierarchy and the figurative representation of those who are responsible for making and reinforcing key decisions. Leaders set the course of the CX initiative, determine how resources will be allocated and unify stakeholders through a transformative process.

CX PURPOSE

The reason why you want to compete on the basis of CX. This is the organization's unified point of view on customer experience. This will create the unifying drive for all employees and justify the work that goes into the organization's journey to become an experience-led business.

CX VISION

The single, forward-looking direction the organization is going to take toward customer-centricity. The CX vision is articulated from the top and gives credence to the mission of CX. The vision, couples with the purpose to provide directional confidence for the organization.

CX STRATEGY

The answer to the question, "How are we moving forward with CX?" It defines how to achieve success in the organization's CX pursuits. It sets the direction, timing, roadmap, accountability and desired outcomes so everyone knows what to do, how to do it, when it needs to be done and how they will know milestones have been achieved.

CX PROGRAM DESIGN

The process of translating the strategy down into the operational level. It defines how the organization will be organized to tackle the tasks, projects, and initiatives necessary to become an experience-led org. It details teams, accountability, priorities, timelines, metrics, governance and other aspects that will allow the organization to manage growth through CX.

EXPERIENCE-LED CULTURE

The physical, intellectual and emotional environment in which collaborative work will be planned and performed to meet the objectives of CX in pursuit of becoming an experience-led organization. It is the subconscious and constantly changing embodiment of accepted and unaccepted norms and attitudes as they are played out in real time. We don't believe culture can be easily 'changed' but it can be directed and enhanced.

EMPLOYEE ENGAGEMENT

Engaged employees are inspired to fully connect themselves and their individual contribution to an organizational vision, mission, strategy, and the authentic leaders who create an environment that supports them. Engaged people are passionate about their work as it relates to their fellow employees and customers. They are committed to developing their contribution and understanding customer-centricity as the driving purpose of their work. It's not just about being happy at work, it is about making a deeper connection to the greater good.

CX GOVERNANCE

The way organizations set standards, rules, policies, processes and procedures to manage CX. Governance is the structure that keeps organizations from backsliding into previous states of status quo. It is not about policing and punishing as much as it is about observing, driving accountability and providing support.

CX DATA, FEEDBACK AND INSIGHTS

The methods, tools and discoveries that help the organization drive smarter decisions from collected data/information. Data and feedback are the raw 'materials' from customers, employees and leaders. Insights are the outputs that refine data and feedback into actionable ideas that drive improvement.

CX OPERATIONS

How the collection of business units systematically activate and realize the benefits of CX. It includes the functions and processes that enable a successful system to market, sell, provide and support the products, services and broader value the organization creates and delivers. CX-centric operations are set up to continually deepen customer intimacy in harmony with the 'machinery' keeping the lights on and the doors open.

PERFORMANCE MANAGEMENT

The way the organization sets goals and charts progress against established metrics over time. In CX, common measurements include; revenue, loyalty, NPS, cost of acquisition, marketing, cost of sales, customer lifetime value, customer satisfaction, customer effort, and employee engagement.

INTERNAL & EXTERNAL COMMUNICATIONS

The way the organization communicates internally and externally. Internally, it is associated with keeping everyone in the loop with respect to CX as a lever of systematic improvement. Externally, it may include how CX is changing the way the organization articulates its brand or service delivery.

BRAND INTEGRATION

Brands are broad. In CX, it is limited to the two-way flow of information (sentiments) about how the organization is perceived relative to the customer experiences it wishes to provide. Inwardly, its the perception of those who interact with the organization (this is out of the org's control). Outwardly, it is the perception the organization is trying to uphold (the org has far more control over this).

PRODUCT/SERVICE INNOVATION

The series of new or significantly improved activities the organization invests in to increase competitiveness, add value or enter into new markets. In CX, innovation often refers to significant advancements in product/service delivery, quality or service redesign to deliver value in new and improved ways. Internally, it can refer to new, effective ways to create more value by changing the processes to enhance outcomes. In all cases, innovation opportunities present themselves when organizations meticulously map the journeys and interactions their customers have with the organization and its offerings.

CX TECHNOLOGY AND PLATFORMS

The technology and tools dimension of the organization. This includes all bespoke and externally-sourced commercial hardware, software and services that help the organization collect, distill, analyze and manage employee and customer data, feedback and actions with the intent to improve the employee's and/or customer's experience. In many organizations this is limited to the Voice-of-Customer platform. This dimension oftentimes draws ties with adjacent tools and technologies (CRM, Customer Data Portal, IVR, etc.) domiciled in other areas of the business which need to be conjoined in order to improve the experiences stakeholders have with the organization.