

A black and white photograph of two women in an office environment. The woman on the left, wearing glasses and a dark top, is smiling and looking towards the right. The woman on the right, with long hair, is looking down at a laptop. They are seated at a desk with a laptop and some papers. The background is a brick wall.

TURNING CX STRATEGY INTO EXECUTION

A framework for building organizations
that sustain customer experience

FROST & SULLIVAN

WHY SO MANY CX TRANSFORMATIONS STALL

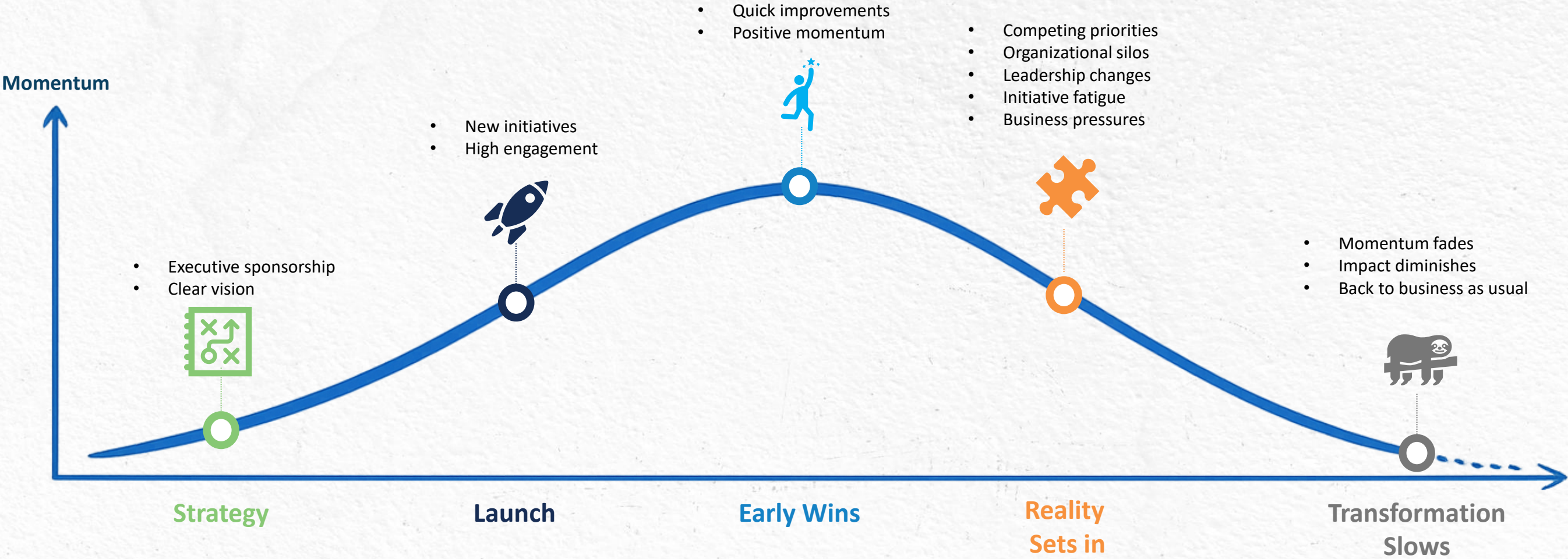
Why do so many customer experience transformations lose momentum after the first 12-18 months?



Customer Experience is **not sustained by good intentions.**
It is **sustained by organizational design.**

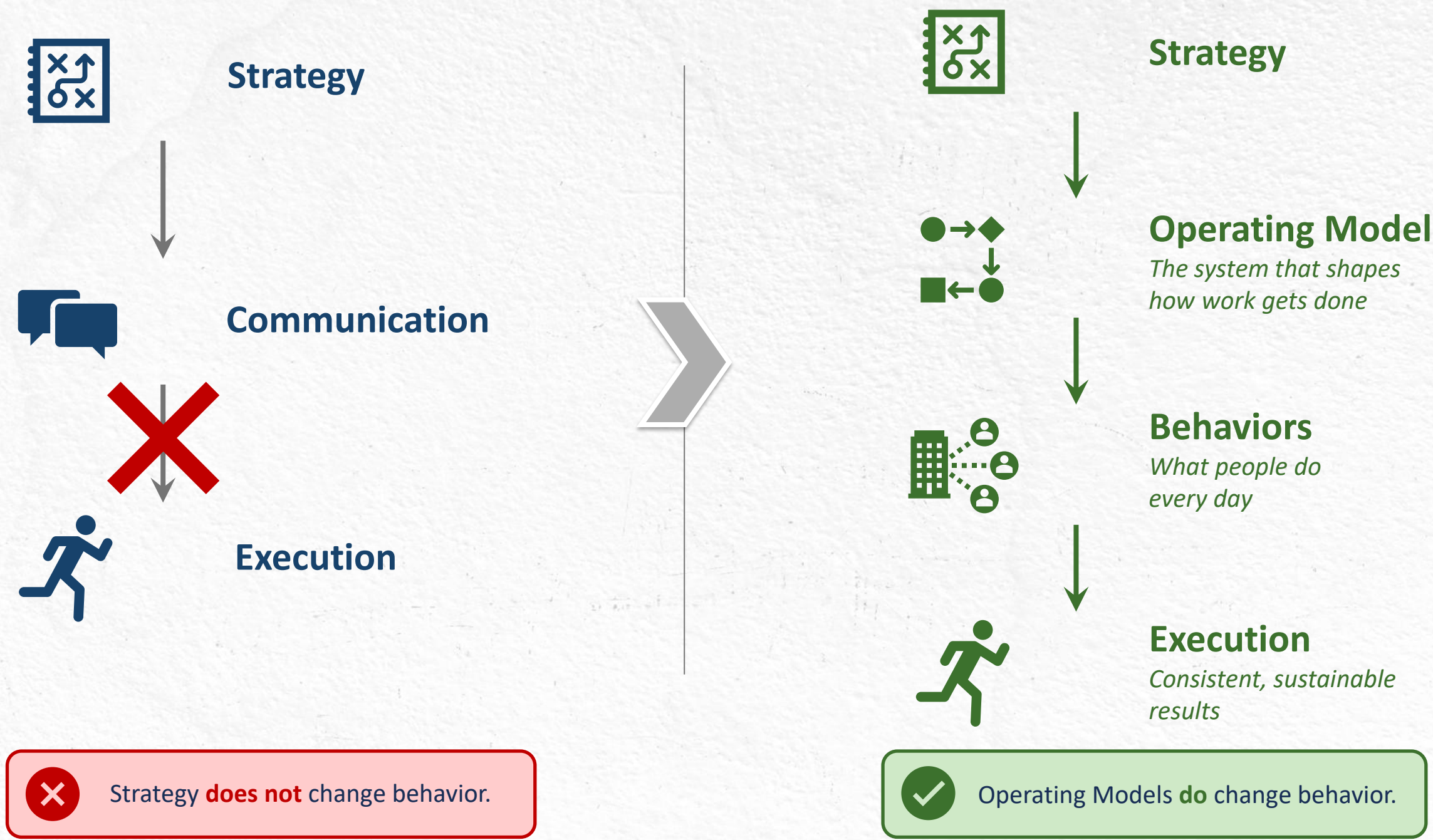
THE PATTERN IS SURPRISINGLY CONSISTENT

Most CX transformations follow the same journey.



CX transformations don't stall because people stop trying.
They stall because the organization was never designed to sustain them.

THE ASSUMPTION MANY OF US MAKE



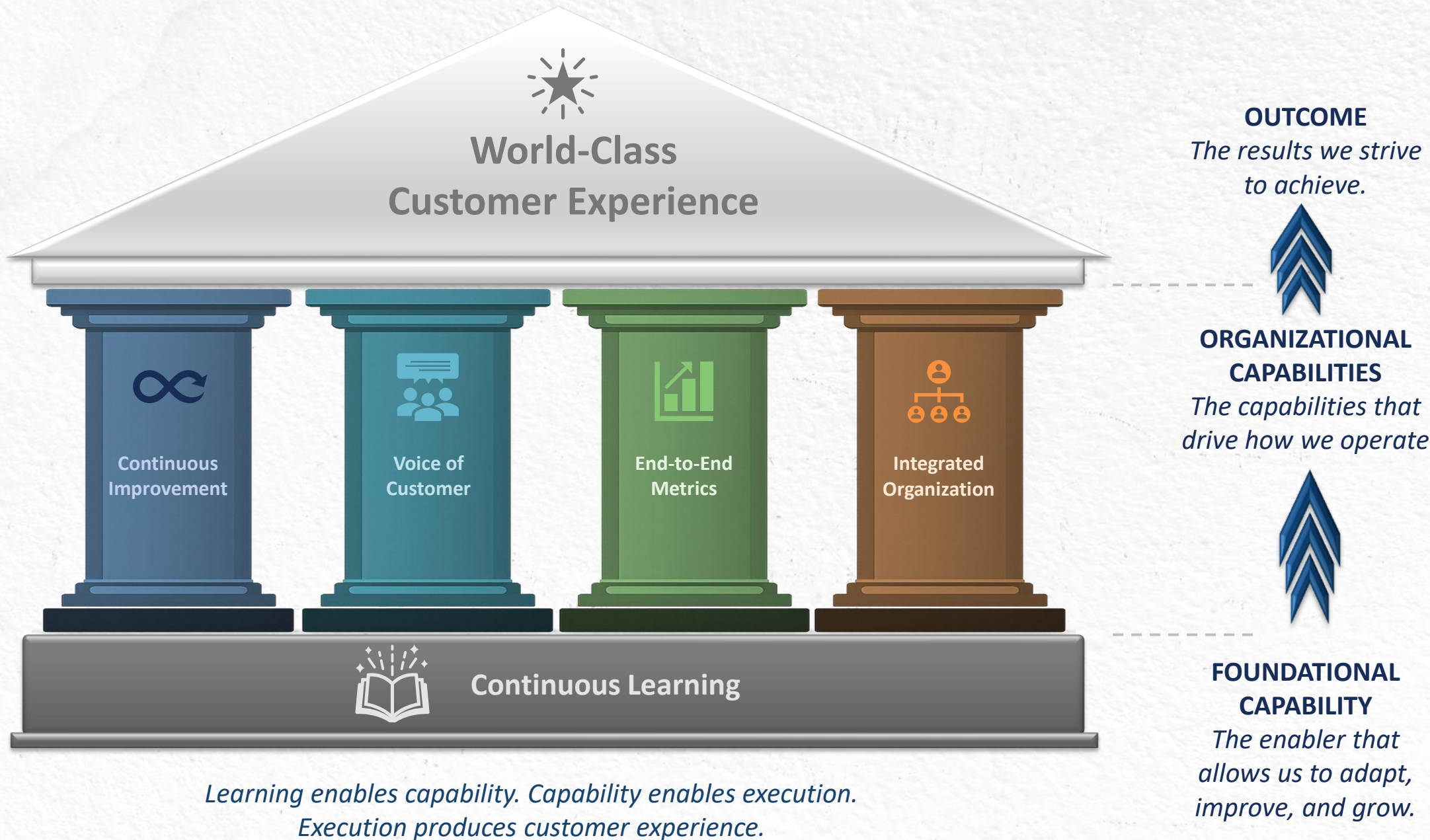
**CUSTOMER EXPERIENCE
IS NOT A PROGRAM.**

**IT IS AN
OPERATING MODEL.**



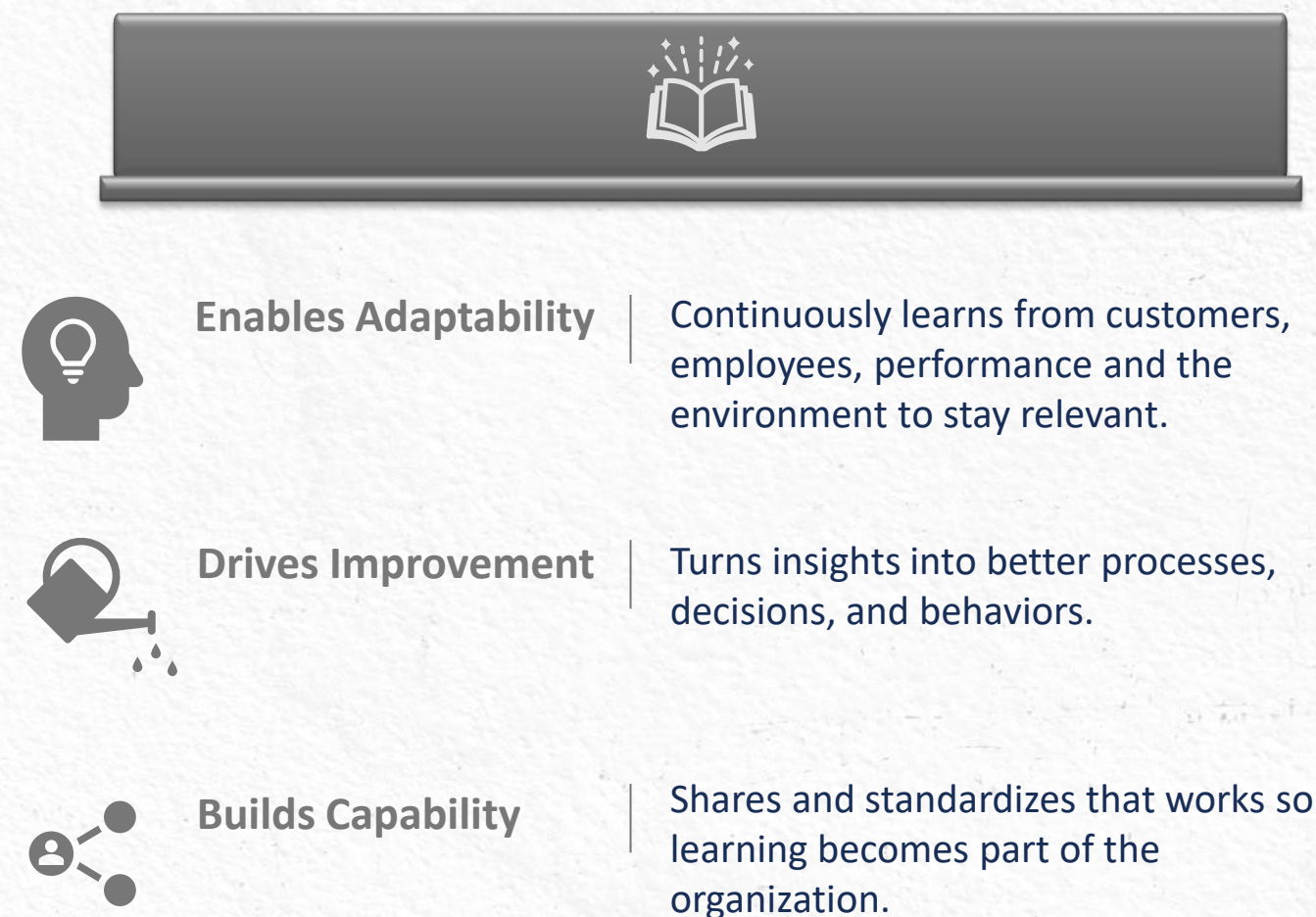
An operating model is the system of capabilities
that shapes how an organization behaves every day.

THE CAPABILITIES REQUIRED TO SUSTAIN TRANSFORMATION



THE FOUNDATION: CONTINUOUS LEARNING

The capability that allows the operation model to evolve.



Learning creates capability



*Organizations don't sustain transformation because they implement change.
They sustain transformation because they institutionalize learning.*

CAPABILITY: CONTINUOUS IMPROVEMENT

The capability that turns learning into action.



Creates Momentum

Improvement becomes continuous rather than project-based.



Builds Ownership

Everyone contributes to improving the customer experience.



Drives Adaptability

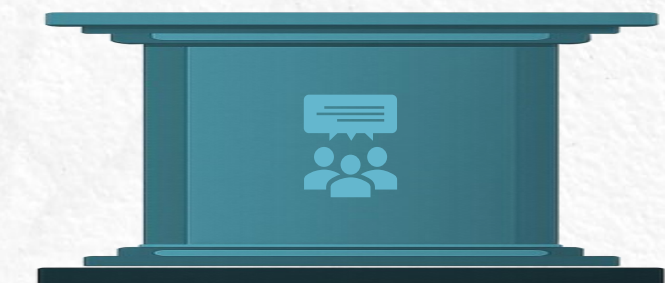
Small improvements compound into lasting transformation.



*Continuous improvement isn't about fixing what's broken.
It's about building an organization that gets better every day.*

CAPABILITY: VOICE OF CUSTOMER

The capability that aligns improvement with customer priorities.



Creates Alignment

Improvement efforts focus on what matters most to customers.



Reduces Assumptions

Customer insights replace internal opinions.



Improves Prioritization

Resources are invested where they create the greatest customer value.

CUSTOMER SIGNALS



INSIGHT

Turn signals into meaningful understanding.



PRIORITIES

Focus on the issues that matter most.



ACTION

Drive improvement and measure impact.



*The Voice of Customer isn't another data source.
It's the organization's compass.*

CAPABILITY: END-TO-END METRICS

The capability that creates accountability for customer outcomes.



Creates Accountability

Measures what customers experience, not just what teams produce.



Evolves Measurement

Metrics change as organizations improve and mature.



Connects to Business Results

Customer experience becomes measurable in business terms.

EVOLUTION OF MEASUREMENT



ACTIVITY

Measures the work we do.

- Calls handled
- Emails answered
- Cases Closed



OUTPUT

Measures how well we do it.

- Response time
- SLA
- Quality



OUTCOME

Measures the impact on the customers.

- Customer effort
- Resolution
- Adoption
- Trust



BUSINESS IMPACT

Measures the impact on the business.

- Retention
- Growth
- Lifetime Value
- Advocacy

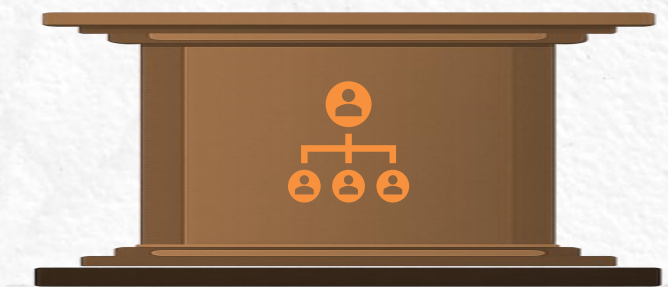
As organizations mature, measurement focus should evolve from activities to outcomes to business impact.



*Metrics should never become the destination.
They should remain the dashboard.*

CAPABILITY: END-TO-END METRICS

The capability that creates accountability for customer outcomes.



Creates Consistency

Customers receive one experience – not five separate departmental experiences.



Improves Collaboration

Teams optimize across the journey instead of within individual functions.



Clarifies Accountability

Ownership extends beyond departmental boundaries.

ONE CONTINUOUS CUSTOMER JOURNEY



SALES

Understand customer needs and set expectation.

ORDER ENTRY

Accurate and seamless order capture.

OPERATIONS

Deliver quality and ensure operational excellence

CUSTOMER SERVICE

Resolve issues and create positive experiences.

LOGISTICS

Deliver on time and provide visibility every step of the way.

FINANCE

Ensure accurate billing and seamless payment experience.



THE CUSTOMER

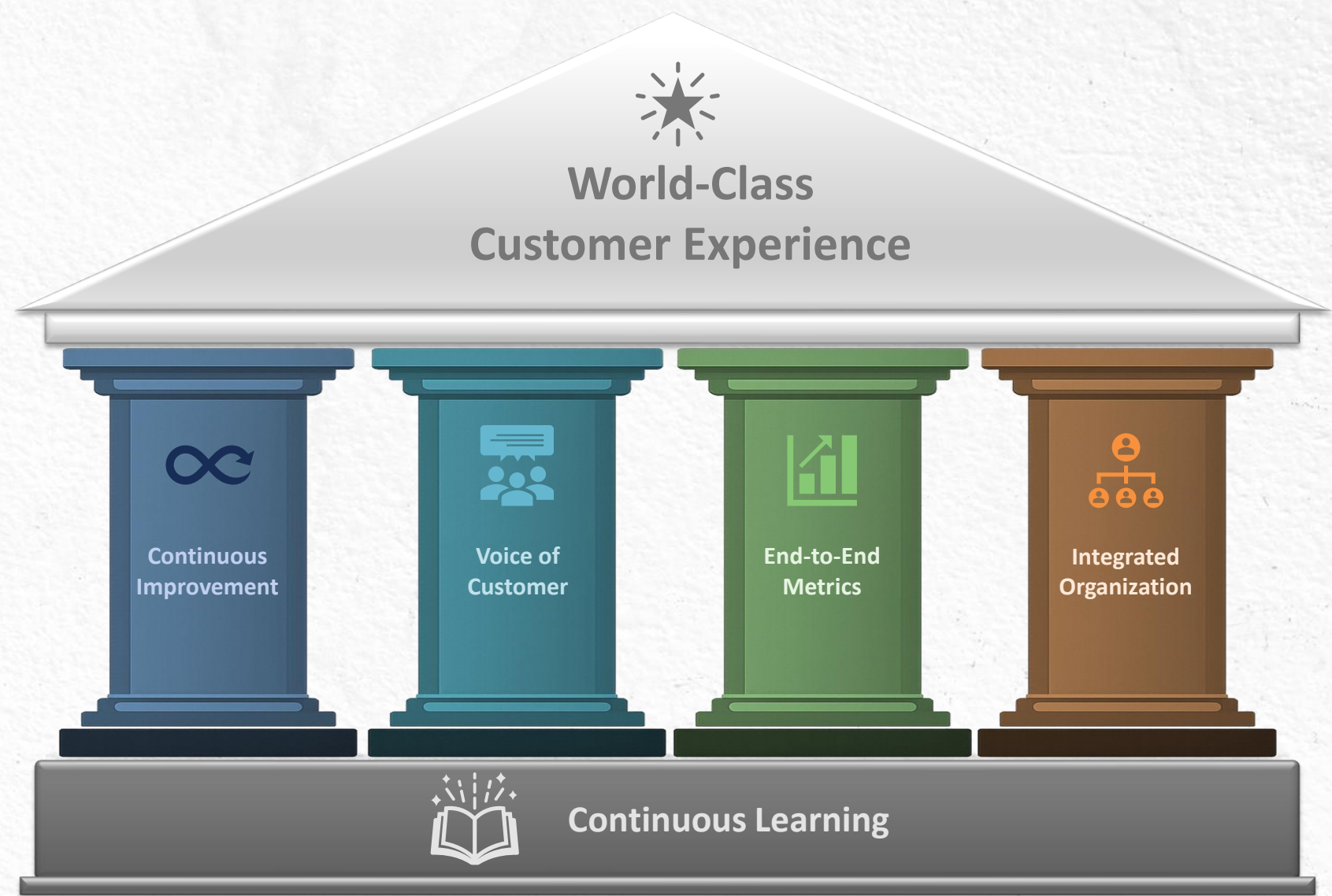
One relationship. One expectation. One experience.
Every handoff shapes the experience.



*Customers don't experience your organizational chart.
They experience your organization.*

TURNING STRATEGY INTO EXECUTION

Operating models turn strategy into consistent experiences and business results.



THE PATH FROM STRATEGY TO RESULTS



*World-Class customer experience isn't the objective.
It's the outcome.*

A LEADERSHIP TEST

If your CX strategy disappeared tomorrow...
What would continue producing the
customer experience you want?

*If the answer is “Not much,”
Your greatest opportunity may not be a better strategy...
but a better **operating model**.*



*Leadership isn't remembered for the strategy they launch.
It's remembered for the organization they build.*

Customer experience
isn't sustained by
good intentions.

It's sustained by
organizational design.



*Build the organization ...
and the experience will follow.*

—  —

If you build it, *they will come.*

—

Build the organization.
People. Purpose. Performance.
The experience follows.


World-Class
Customer Experience



Continuous
Improvement



Voice of
Customer



End-to-End
Metrics



Integrated
Organization



Continuous Learning