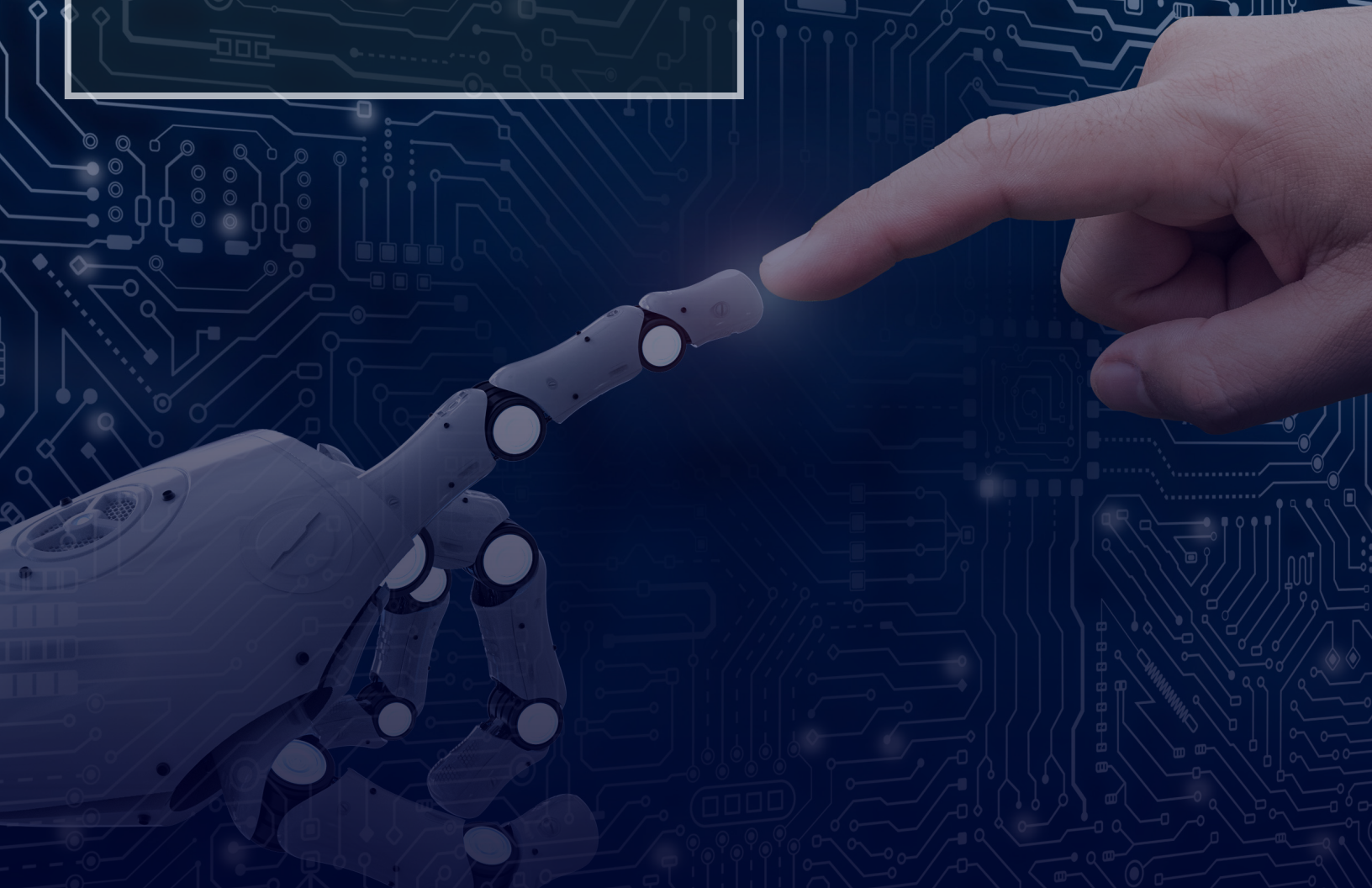


IT and CX Collaboration

in Delivering a Great
Customer Experience



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CYARA  + CXPA

ABOUT THE SURVEY

Today, more than ever, organizations are competing on great customer experiences (CX). For most businesses, this requires deployment of new technologies, and ongoing enhancements to that technology. To effectively deliver a great CX requires that the CX team, which represents the business requirements, and the IT/digital team, which represents the technological possibilities and can execute on those, collaborate effectively to deliver a great customer experience.

To better understand this dynamic, Cyara and CXPA conducted research on the state of collaboration between IT/digital teams and CX professionals.

This research was fielded in the Spring of 2019. We received 358 respondents from a variety of industries and sectors. Respondents were from North America, and represented client-side CX executives and practitioners. 58% of respondents were senior director level or above, with 26% representing executive management. Respondents were from companies with 2018 revenues of over \$100M, and 49% had 2018 revenues over \$1B. The research was fielded by and analyzed by Econsultancy.

KEY FINDINGS

Our research uncovered four key findings, and the balance of this report will dive into each of the findings below.

1

Digital Transformation is mainstream and largely data-driven

2

Customer experience maturity contributes to digital success

3

Speed causes mistakes or poorly designed CX

4

Collaboration is generally not a problem, but when it is, bad things happen








DIGITAL TRANSFORMATION IS MAINSTREAM

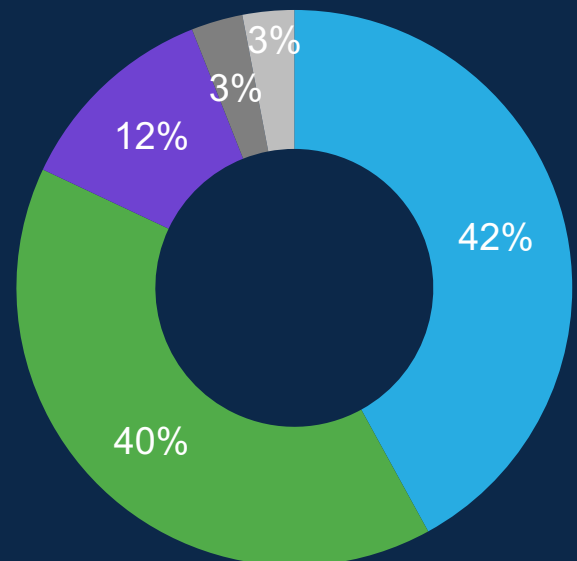
Many organizations are undertaking digital transformation initiatives to overcome disruption caused by new competitors, as well as the change in expectations from customers. In fact, in our survey, we found that 82% of respondents are in the middle of some form of digital transformation initiative. And, because most organizations differentiate on the customer experience they offer, this is typically the focal point for digital transformation initiatives.

82%

of respondent organizations are conducting digital transformation work, either on a broad scale or with a project-based approach.

To what degree is your organization undergoing digital transformation?

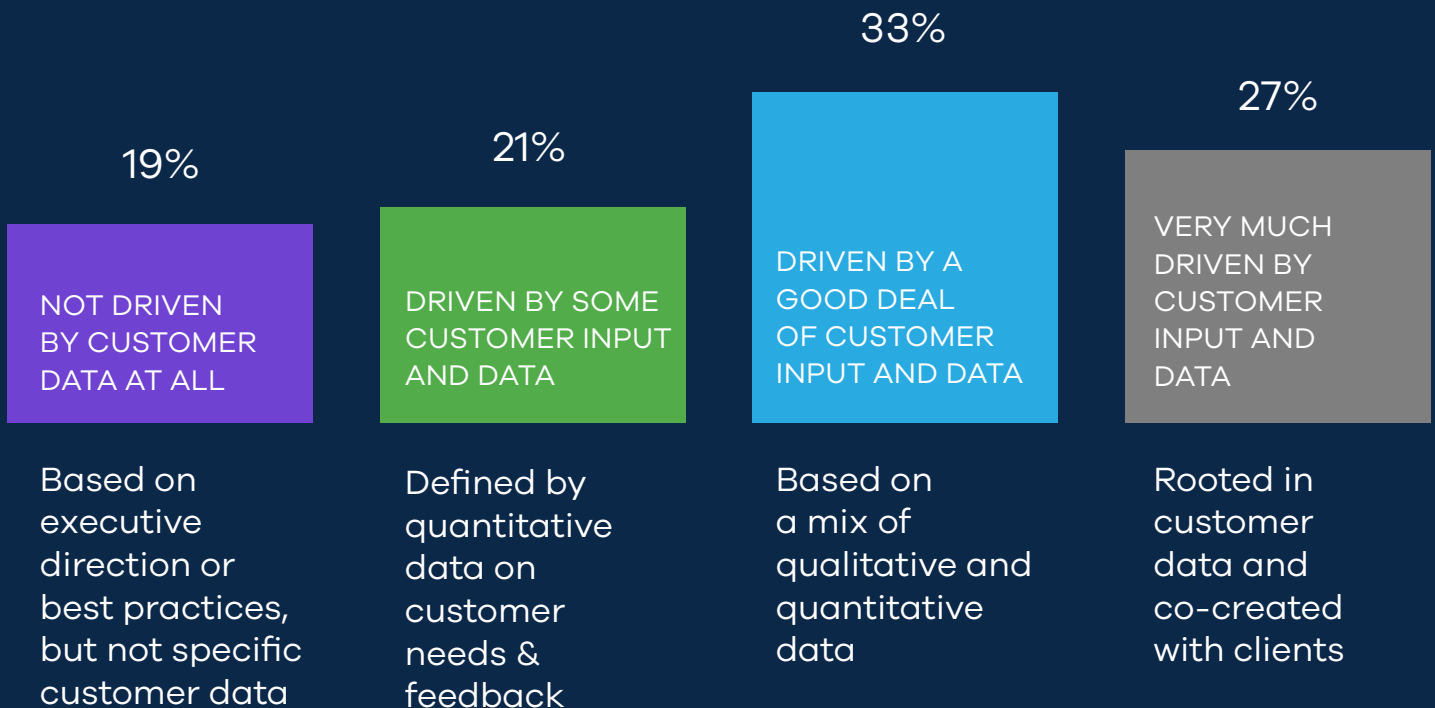
-  We're in the midst of it and it's a broad endeavor
-  We're in early stages and/or have a project-based approach
-  We expect to begin digital transformation work within the year
-  We're planning for it, but we're not doing it yet
-  It's not on our radar



DIGITAL TRANSFORMATION IS LARGELY DATA-DRIVEN

There are many drivers for digital transformation initiatives. Given that many of these initiatives focus on the customer experience, grounding them in customer input is a best practice used by a majority of respondents. Still, 19% of respondents said that their digital transformation initiatives were not driven by customer data at all, but rather were based on executive direction, or best practices. 60% of the total responses are grounding their digital transformation initiatives in customer input to a high degree.

To what degree are your digital transformation goals driven by customer input?



DIGITAL TRANSFORMATION BEST PRACTICES

Respondents provided qualitative feedback about digital transformation that is summarized in the following:

- **Successful transformations begin with the design of the experience and are enabled by technology and digital transformation.**
- **Bring in both business and IT resources to work on agile teams.**
- **Find case studies and build stories around the success of experience-based transformation and how it delivers financial value.**
- **Business leaders and practitioners should take time to build digital knowledge and competency to understand technical architecture and tools.**



CUSTOMER EXPERIENCE MATURITY CONTRIBUTES TO DIGITAL SUCCESS

Another key finding from our research is that, not surprisingly, those organizations that have more experience with CX are able to deliver a better CX. And interestingly, as organizations evolve in their CX maturity, the challenges they face change. CX veterans say their top challenge is pressure to execute quickly on their digital transformation goals, while CX newbies are focused on getting their initiatives funded.

CX veterans are

81%

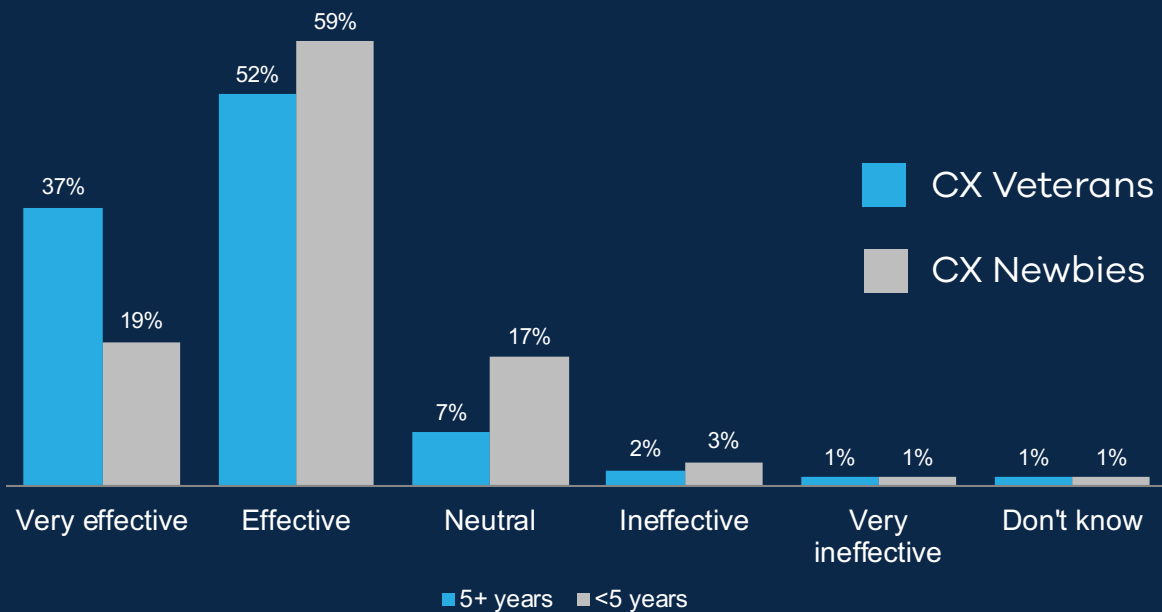
more likely to say their customers would rate their company's CX as very effective.



CX VETERANS

- Say their top challenge is the **pressure to execute quickly** on digital transformation goals, while those with newer programs cite a **lack of resources** as their top challenge.
- Are 87% more likely to strongly agree that, “Our IT and business teams have a **common view of customer journeys**, and effectively manage the experiences within those customer journeys.”

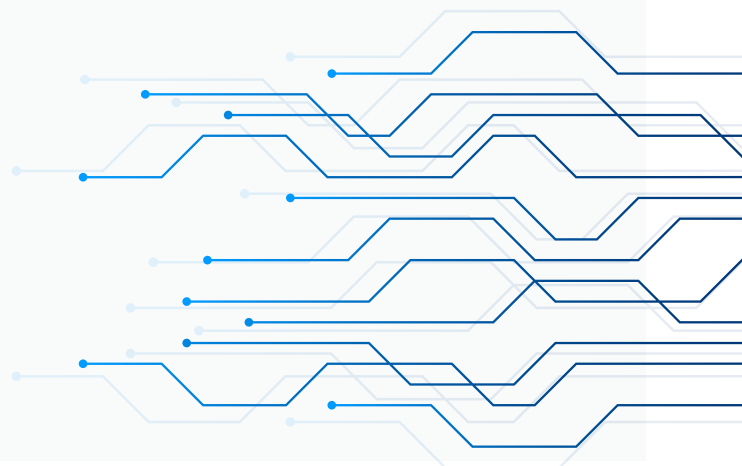
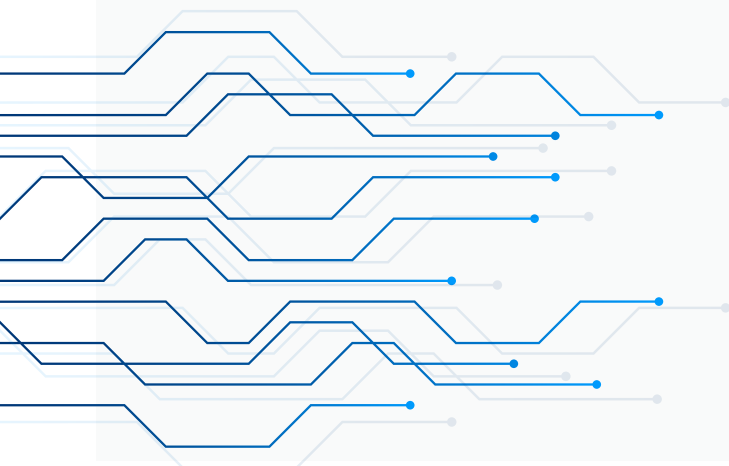
How do you think your customers would rate your company's overall CX?



CUSTOMER EXPERIENCE MATURITY BEST PRACTICES

Respondents provided qualitative feedback which represents best practices associated with customer experiences maturity.

- **To complement your team's experience, use data and feedback (customer, employee, product and brand) as input into digital design.**
- **Identify mature and skilled personnel for digital transformation and CX initiatives.**
- **CX practitioners should find a digital mentor in your organization and trade CX knowledge for digital acumen.**
- **Establish baseline measures and metrics for defining and targeting the financial impact of digital transformation.**





SPEED CAUSES MISTAKES

Our third key finding is that the pressure to execute quickly causes mistakes.

58%

say pressure to execute quickly has resulted in errors or poorly designed CX in my organization.

BEST PRACTICES

The need for speed is generally driven by rapidly changing customer expectations as well as competitive pressure. Respondents provided qualitative feedback that represent best practices for addressing the impact of speed on quality.

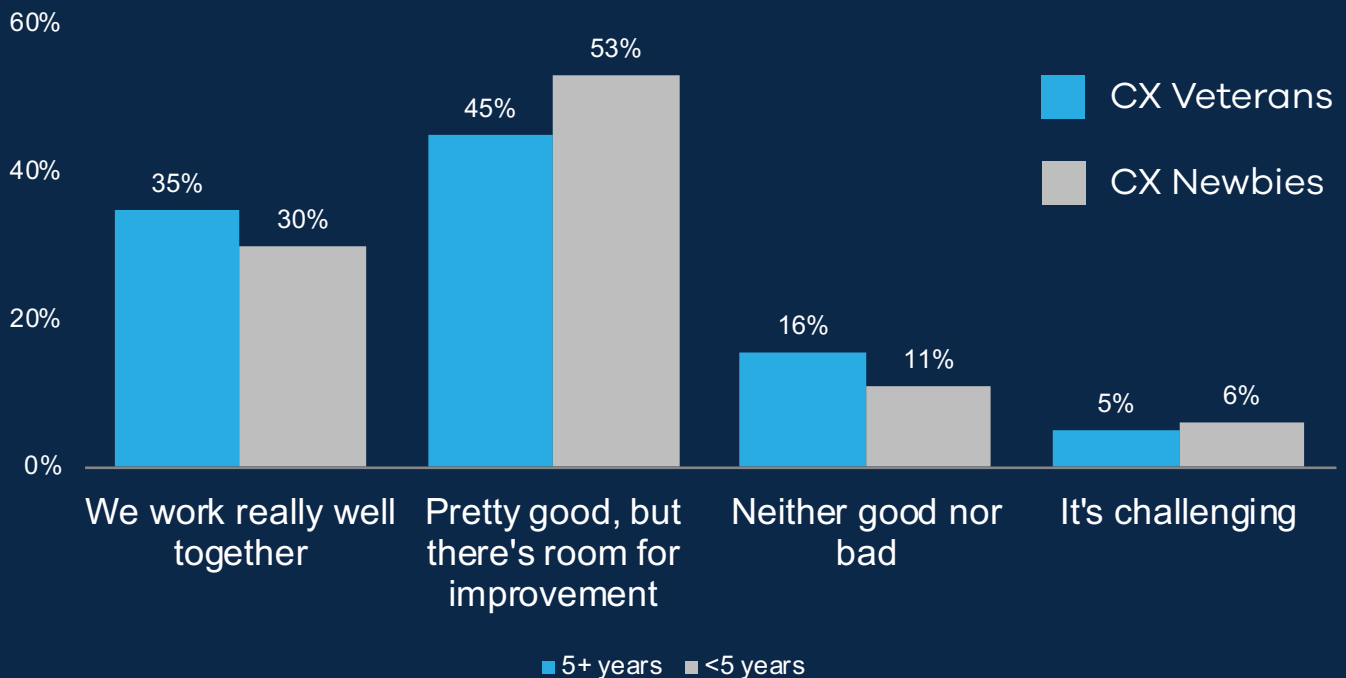
- **Reduce cycles by collaborating early and often.**
- **DevOps, with its focus on automation, is a key enabler to achieving speed and quality, and thereby ensuring the success of digital transformation initiatives.**

4

COLLABORATION IS KEY

When asked generally to describe the quality of collaboration, most respondents report having a solid working relationship with their peers in IT. This is good news as it indicates a positive working relationship between the teams.

How would you describe the quality of collaboration between your CX business and IT teams?



In spite of this general positivity...

92%

Reported that they've
been impacted by
poor collaboration.

and

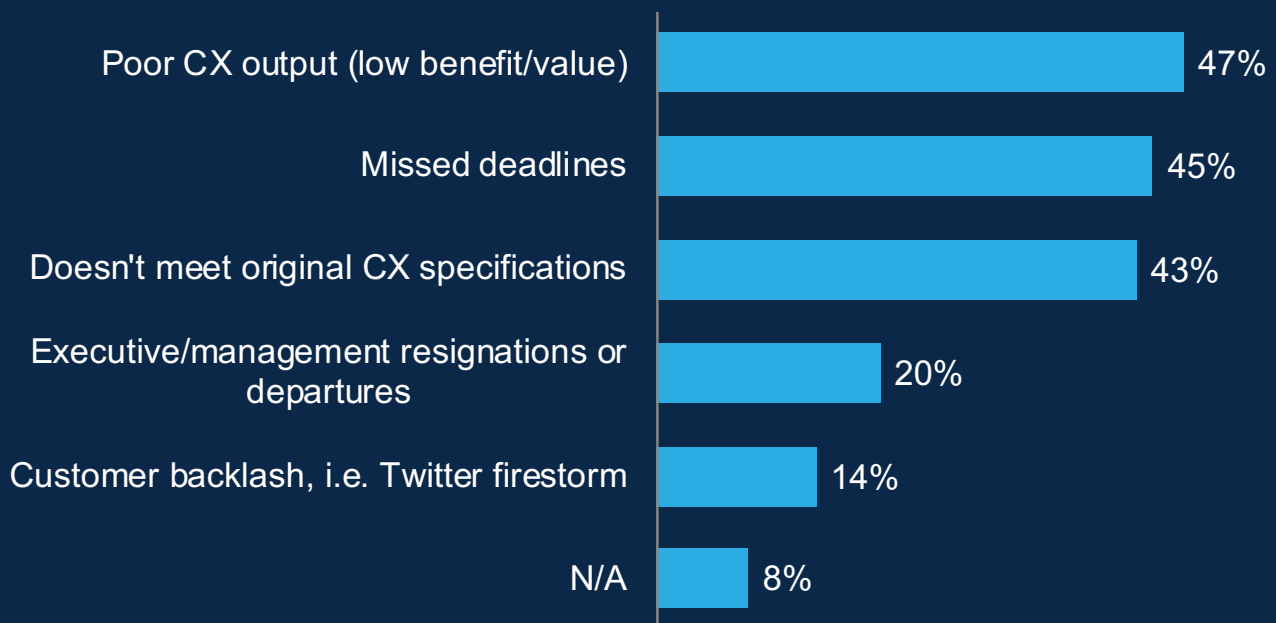
1 in 5

organizations report
having had executives
leave as a result.

The most common outcomes of poor collaboration are:

- poor CX
- missed deadlines
- and failing to match original specs

If you have challenges with collaboration, how
does that impact the customer experience
your organization delivers?



COLLABORATION IS A KEY BEST PRACTICE

Respondents provided qualitative answers with the following best practices:

- **Research collaboration maturity models (e.g. thefutureorganization.com) to define where you are and steps to improve.**
- **Include IT in customer journey mapping exercises.**
- **Ensure that senior leadership from both IT and business are aligned on goals.**
- **Lead digital experience with dedicated members who have specific knowledge of technology and understanding of agility and collaboration.**

SUMMARY

Businesses across industries and across the globe are all facing the need to digitally transform—this need for transformation is driven by the twin pressures of new competition and ever-changing customer expectations.

Technology is front and center in these transformations. Back in 2011, Marc Andreessen said "Software is eating the world." And, over the last decade that has become increasingly true.

To succeed in this environment requires both business acumen and deep knowledge of the technological possibilities. Now, more than ever, it is imperative that CX and business teams collaborate effectively with IT and digital teams to design and deliver the outstanding, differentiated customer experiences that will delight customers, and keep competitors—new and old—at bay.

To learn more about how Cyara can enable digital transformation initiatives, read our eBook:

The Definitive Guide to DevOps for Customer Experience: Delivering Quality with Speed.

