

ORACLE

Global CX Insights Report



Introduction

Customer loyalty used to be driven by the consumer's perception of a product. Do its features live up to the marketing claims? Did their friends give good reviews? Do they trust the brand? The advent of the experience economy, which emphasizes the effect a product or service has on a client's life, changed all that. Now, the emotions elicited by interaction with your brand is just as important as your service or product. This is where customers are won. The experience economy changed the very nature of what it means to compete, and opens questions that didn't previously exist: Is the cross-channel experience seamless? Are we able to connect with customers as individuals? Are campaigns personalized without being creepy? Does the experience we offer differentiate us from competitors?

Customer experience is an evolving discipline. Its importance is universally acknowledged, but enterprises are scrambling to adapt long-standing business practices to be more customer centric. As industries grapple with this transition, it's critical that everyone in contact with the customer is empowered to deliver exceptional customer experiences, regardless of channel, department, or job function. If they don't, there may not be another opportunity.

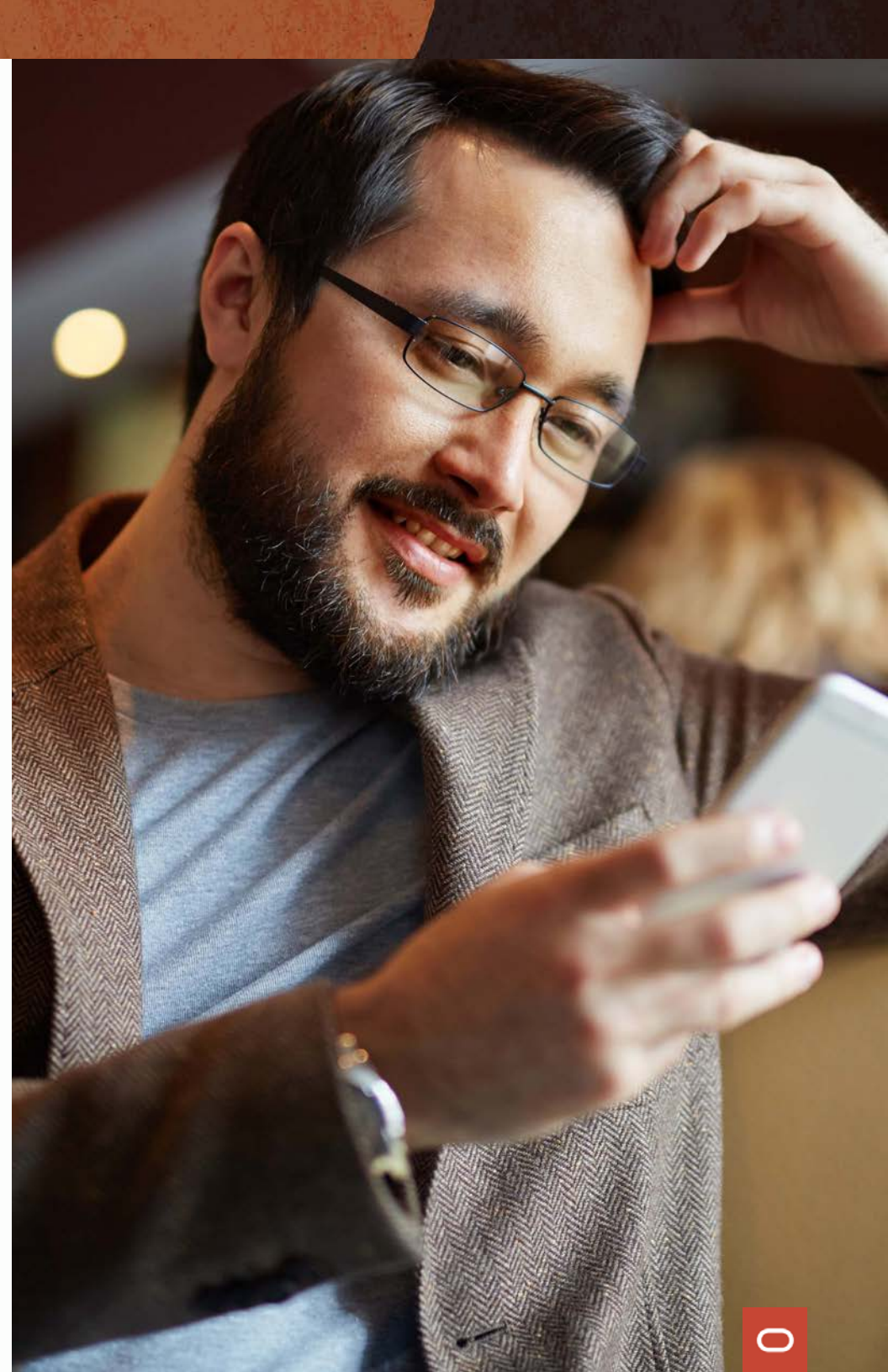
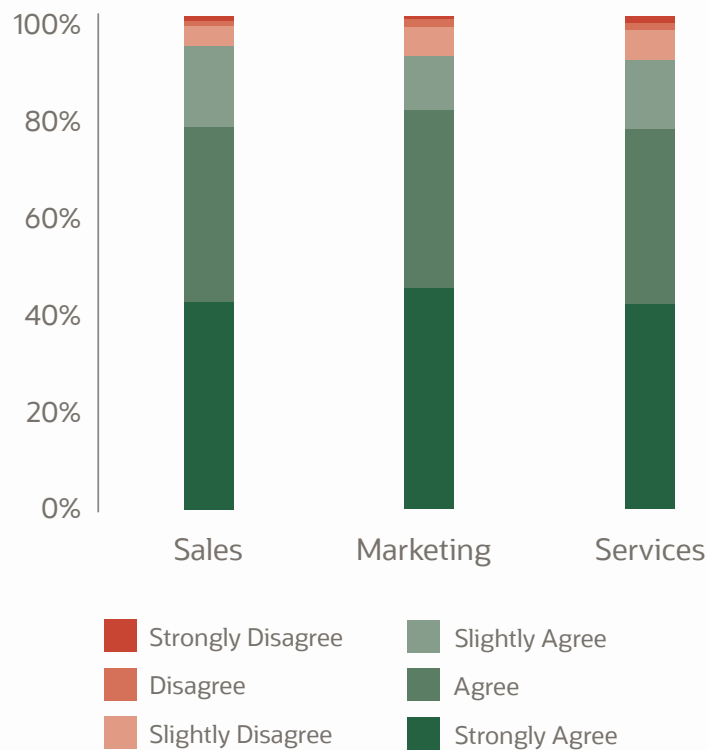
In this environment of rapid change, where growth comes from comprehensive understanding and exceptional customer experiences, Oracle sought to measure global attitudes toward CX, adoption of CX technology, and general preparedness for the future. To that end, over 1,500 professionals in twenty countries were surveyed about their relationship to CX.

Responses revealed both excitement about advanced CX capabilities, and an undercurrent of anxiety about the efficacy of current use, automation abilities, and future plans. There's a clear understanding that the rules of engagement have changed. If businesses don't have the data needed to deliver smart campaigns and personalized experiences, consumers will simply look elsewhere.



Regardless of discipline, industry, or company revenue, over 90% of respondents agree that CX is a primary focus.

"I believe my organization prioritizes customer experience as a primary business initiative."

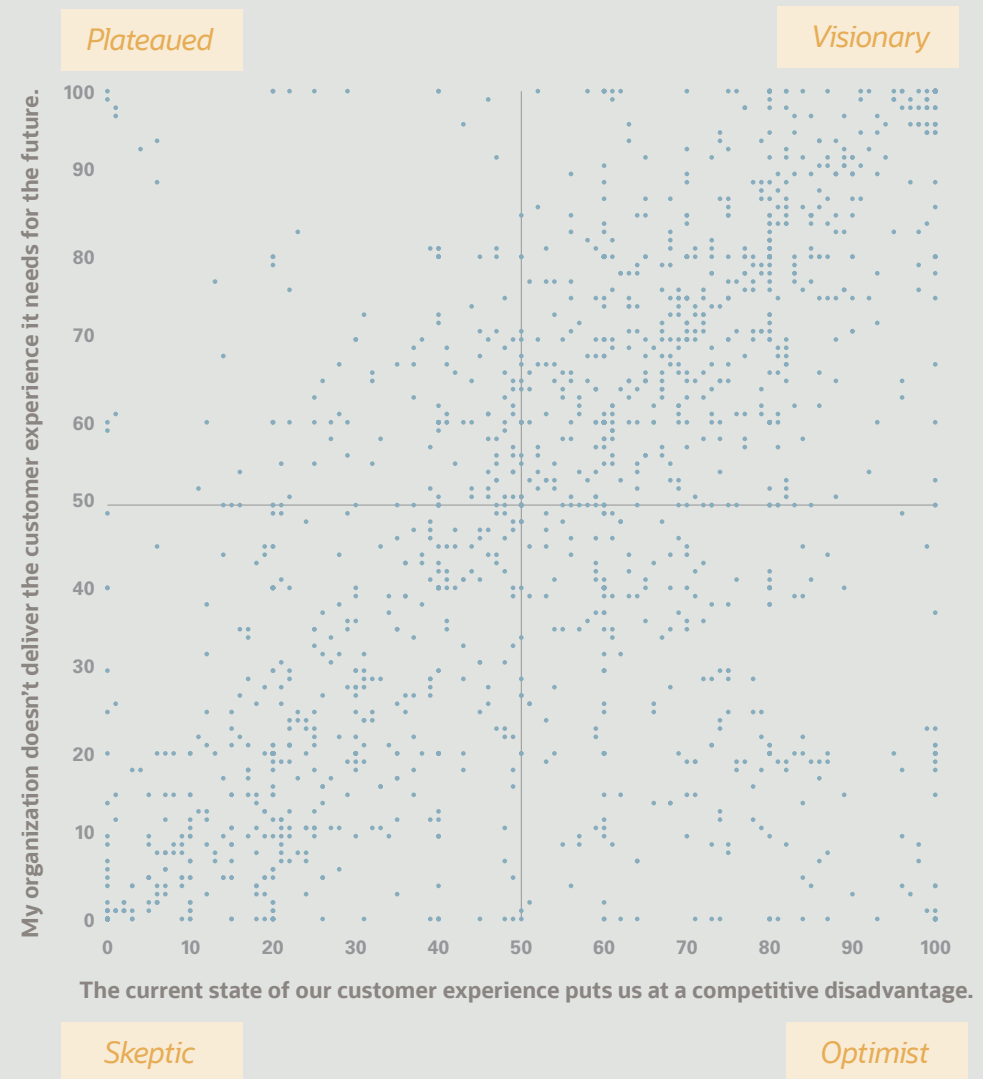


Current Capabilities vs. Future Proficiency

The questions were designed to determine where respondents believe their team stands across multiple measures of CX maturity. Once tabulated, the survey responses were plotted along two key axes. The Y-axis measures future confidence, while the X-axis measures the current state of affairs.

From this, respondents were categorized into one of four quadrants:

- **“CX Skeptics” in the bottom left quadrant represented a full 34% of all respondents.** These professionals reported the least confidence in CX, citing weaknesses in both current abilities and future plans.
- **40% found themselves as “CX Visionaries” in the top right.** This quadrant is the most comfortable with both current and planned CX implementation.
- **17% of respondents were “Optimists.”** Those in this bottom right quadrant have complaints about their current CX infrastructure but are hopeful for future improvements.
- **Finally, 9% identified themselves as “Plateaued” in the top left.** Their CX is functioning as intended, but they have doubts about their ability to scale and/or compete as technology advances



Mapping responses in this fashion reveals that, while CX has been embraced globally, many of the individuals tasked with improving customer experience have doubts. They know they must improve but are unsure of their ability to deliver. The number of self-proclaimed visionaries within the study also warrants further exploration, as it is unclear if they rated their preparedness in technology, human capital, or both.

When the data was viewed by discipline, some interesting patterns emerged:

- **Marketing is leading CX.** Marketers scored highest in preparedness and current capabilities, with 45% rating themselves as visionaries. This reflects a higher comfort level and understanding of technology and data, perhaps because martech has used CX principles (e.g. integrated A/B testing, automation) longer than other disciplines. Access to advanced tech has also afforded them quantitative performance measurements for their CX efforts.
- **Service is the most skeptical.** Those in service disciplines scored the lowest, with a full 40% rating themselves as skeptics (low in both preparedness and current capabilities). They are less comfortable with their companies' CX situation across the board.
- **Sales has a balanced perspective.** Sales professionals rated themselves in the middle of the pack, roughly equal to service in percent rated as visionaries (38%), but fewer rated themselves as low competence in preparedness and current abilities.

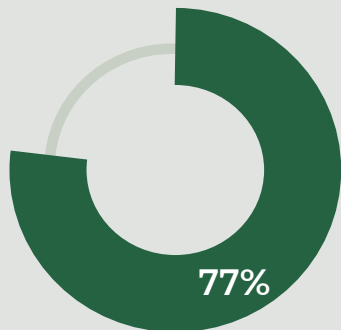
Discipline	Plateaued	Visionary	Skeptic	Optimist
All	9%	40%	34%	17%
Marketing	8%	45%	25%	22%
Sales	11%	38%	35%	16%
Service	8%	37%	40%	15%



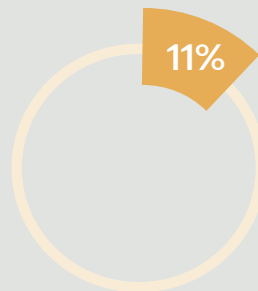
Marketing Is the Champion of Customer Experience

Whether we look at the ability to use data predictively and deliver a personalized experience, or the resources focused on new technologies, marketers perceive themselves to be the clear leaders in CX. This is not surprising, given the number of martech platforms available and the fact that the technology budgets marketing commands outweigh those generally available to sales and service organizations. This greater availability, combined with the fact that more marketing touchpoints are digital instead of human-to-human, certainly contributes to their greater confidence. Marketers may also have a better understanding of the stakes involved with CX. Customers are today's innovators, and they will not tolerate barriers to purchase.

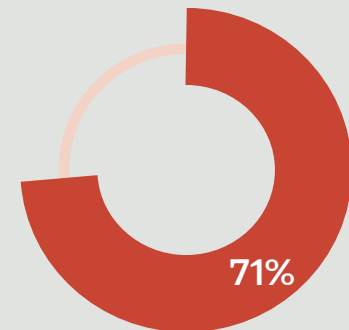
- **Decision Making.** Data-driven decisions should be the cornerstone of any CX effort, and 77% of marketers agreed or strongly agreed that they can use data effectively. Only 63% of sales and 61% of customer service professionals said the same.
- **Personalization.** Marketers were also more confident in their ability to deliver personalized experiences, with 42% strongly agreeing, vs. only 31% of sales and service pros.
- **CX Innovation.** Marketing executives were also far more likely to agree that they are investing time and money into preparing for CX innovation, with 72% stating it was a high priority. Only 56% of sales and 53% of customer service professionals strongly agreed with the statement.



77% of marketers report they can use data to predict customer behavior.

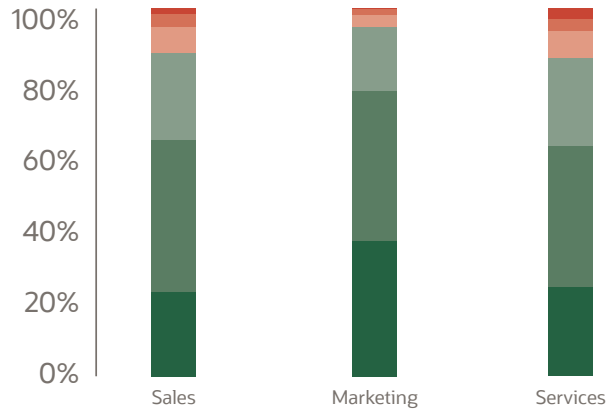


Marketers were **11%** more likely to deliver personalized CX.

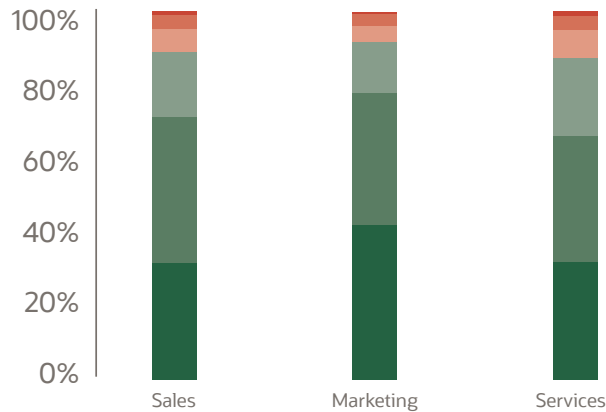


71% of marketers agreed that they were experimenting with new CX tech, vs. only **56%** of sales and **53%** of customer service professionals.

*"I **effectively use data to** predict customer behavior."*

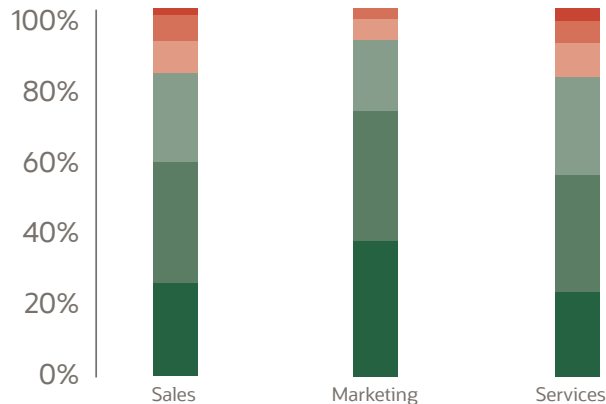


*"I'm able to design and deliver connected, relevant and **personalized customer experiences** through multiple channels (including chat, phone, e-commerce, and web)."*



*"I'm **allocating a portion of my time and budget** to experiment with new customer experience technologies."*

■ Strongly Disagree ■ Slightly Agree
■ Disagree ■ Agree
■ Slightly Disagree ■ Strongly Agree



“

It's about using data to get 'in the moment' responses to run more effective campaigns. Real-time data is the number one conversation I'm having with customers.”



Rob Tarkoff
EVP and General Manager,
Oracle CX Cloud



Data Dilemmas: How Do We Measure CX Improvement?

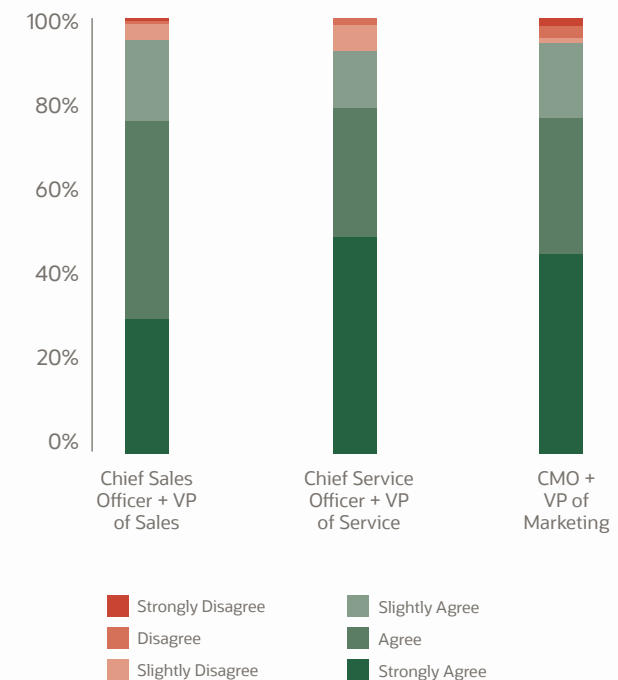
Service leaders reported a high level of confidence in their ability to measure and improve customer experience. While only 30% of sales VPs and Chief Sales Officers and 45% of Marketing VPs and Chief Marketing Officers strongly agreed that they could effectively measure CX, a full 50% of Chief Service Officers and VPs strongly agreed.

Established customer service feedback channels like customer satisfaction surveys make it easier for customer service leaders to measure, but a corollary rubric for sales and marketing has yet to be universally implemented. The number of variables involved with measuring sales and marketing performance further complicates the task of providing quantitative data on CX improvement. Some organizations respond to this need by doing frequent net promoter surveys but they risk saturating their customer base and degrading the quality of feedback if overutilized. It also risks measuring the wrong data, giving an incomplete picture of overall customer experience.

Sales leadership was significantly less likely to agree that they can measure CX improvements. Only **30%** of sales strongly agreed, vs. **45%** of marketers and **50%** of customer service leaders.

Listening & Measurement

"We effectively measure customer experience improvements."



Marketers lead in confidence once again when the focus shifts to automation. When asked if they are using automated insights to improve customer experience, 77% of marketing leaders said yes. Automation technology is well established in the martech stack, and this is another example of marketing being the most comfortable using advanced technology, including AI, in their day-to-day work flows simply because more advanced solutions exist for their discipline. Service and sales solutions lag behind, with services automation generally just entering the market and/or beta tests instead of enjoying widespread adoption.

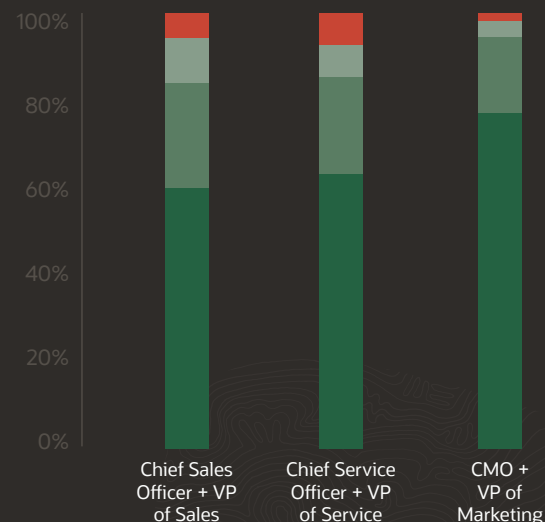
It's not surprising, then, that these disciplines are much less likely to report that they even have plans to implement automation for CX in the next 24 months - a full 7% of services leaders stated they had no plan in place. This could be due to the more human-to-human nature of most sales and services interactions, but with the advent of automated features like auto-suggesting Q&A within help centers, and the myriad of options for self-service trials, further automation to support CX cannot be far behind.

77% of marketing leaders agreed or strongly agreed that they use automation to improve CX.

59% of sales leaders said the same.

7% of services leaders said they had no plan to implement automation for CX.

Communication & Change Management



"We effectively use technology to deliver automated actionable insights to deliver better customer experiences."

The View is Different From the Top

It was also noted that seniority had a significant distancing effect on the perception of CX data. Those at a higher level within an organization were universally more positive about their ability to view, manipulate, and utilize the data they needed, quite possibly because the hard work of data collection, aggregation, and interpretation is completed by others within their organization. Individual contributors and managers, those typically tasked with the manual collection and interpretation of data across multiple systems required to write reports and create dashboards used by their superiors, took a much more pessimistic view.

97%

of SVP+ respondents agreed or strongly agreed that they had access to the data they needed to take past interactions into account for customer experience. Only 69% of individual contributors said the same.

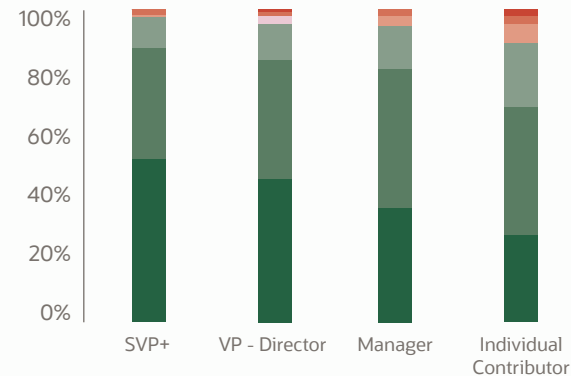
81%

of SVP+ respondents agreed or strongly agreed that they were able to adapt experiences to fit unique buyer's journeys. Only 63% of individual contributors said the same.

85%

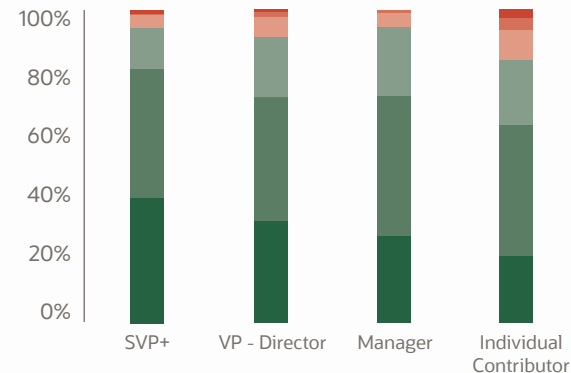
of SVP+ respondents agreed or strongly agreed that their organization prioritized CX as a primary initiative. Only 68% of individual contributors said the same.

Data



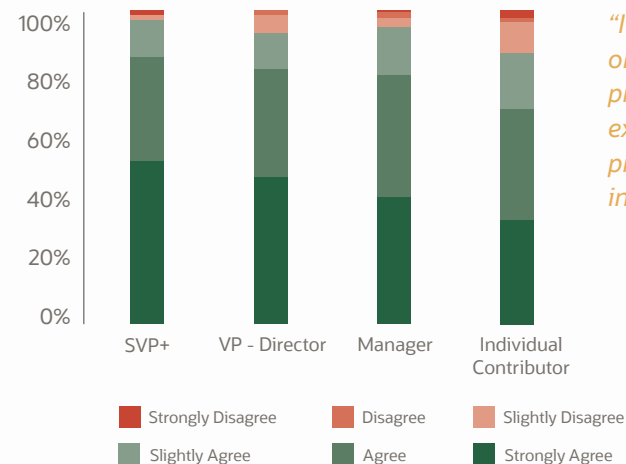
"I have access to all the information I need to understand customers' needs and previous interactions, and can apply it to improve their experience."

Experience Design



"I'm able to adapt experiences to each customer's unique buying journey."

Communication & Change Management



"I believe my organization prioritizes customer experience as a primary business initiative."

The general downward trend in satisfaction with data in supporting CX efforts begged further exploration, so responses were then sorted by specific job and discipline rather than an aggregated view of seniority. Again, across sales, marketing, and service a clear step-down effect emerged. The c-suite was the most optimistic, followed by the VPs, and then managers and directors. That said, the results are undeniable; the closer one is to the data, the less satisfaction is reported.

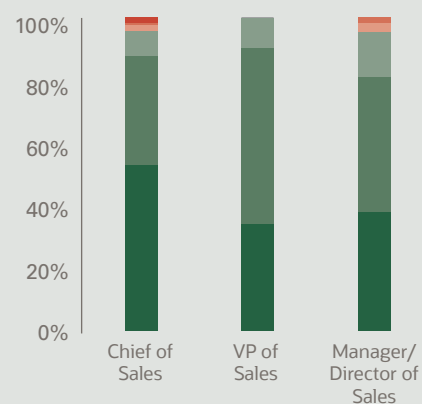
Why are CRM managers and directors so frustrated? Customer experience data is often housed within a CRM system, so the Manager/Director of CRM is responsible for building reports and pulling out insights from these systems. They're more acutely aware of the time and resources necessary to pull together owned and third-party data to create an insightful report for the executive team.

53% of Chief Sales Officers strongly agree that they have access to all of the information they need to understand customers' needs and previous interactions; only **34%** of sales VP's and **38%** of sales managers/directors said the same.

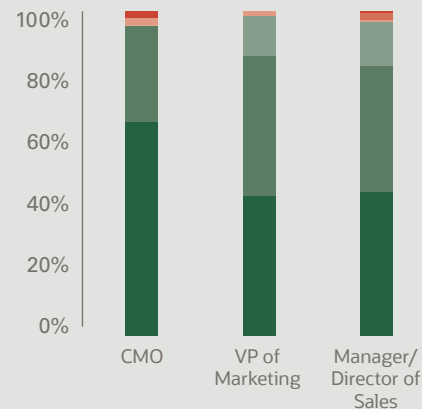
68% of Chief Service Officers strongly agree that they have access to all of the information they need to understand customers' needs and previous interactions; only **46%** of customer service VP's and **35%** of customer service managers/directors said the same.

"I have access to all the information I need to understand customers' needs and previous interactions and can apply it to improve their experience."

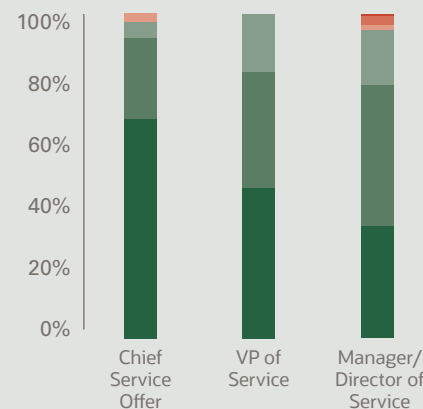
Sales



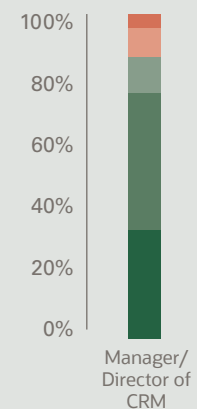
Marketing



Service



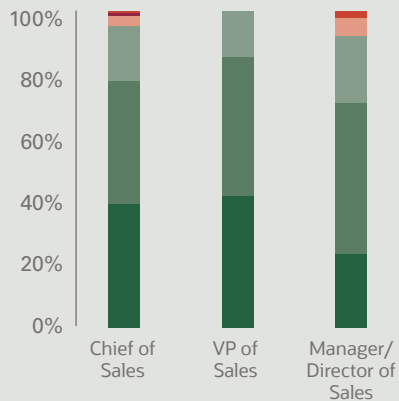
CRM Team



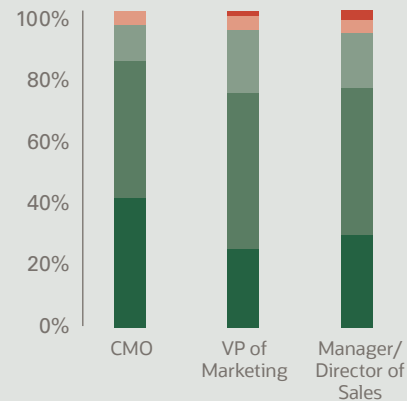
Strongly Disagree
Disagree
Slightly Disagree
Slightly Agree
Agree
Strongly Agree

"I feel equipped to connect and apply owned and third-party data collected across all departments in real-time."

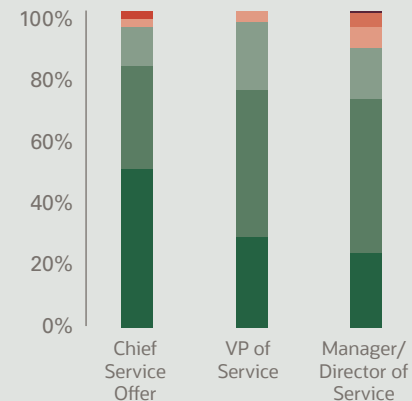
Sales



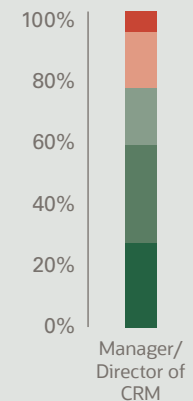
Marketing



Service



CRM Team



Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

Chief Service Officers are most optimistic. The Chief Service Officers display the highest level of optimism in their ability to access data, with **67.5%** strongly agreeing that they felt equipped.

The CRM team feels the most pain. CRM managers and directors show a significant level of dissatisfaction compared to other roles, with **13%** stating that they could not access the data they needed, and **24%** asserting that they could not apply it.

41% of CMO's strongly agree they feel equipped to connect and apply owned and third-party data in real time; only **25%** of marketing VP's and **29%** of managers/directors of marketing said the same.

Is Marketing Crying Wolf?

When asked about their fears, some surprising results emerged. While marketers are more likely to view themselves as visionaries, they still express anxieties around their current and planned use of CX, especially when considering if they have the right team and skills in place to succeed in the future. It's unclear if this is driven by their more widespread use of available technology adjacent to CX, if they are identifying genuine gaps in their implementation of CX, or if their confidence has been undermined by the rapidly evolving role of marketing in general. The skills required to succeed in marketing have changed drastically. Today, marketers are called upon to analyze and interpret data. That wasn't the case in the past.

60%

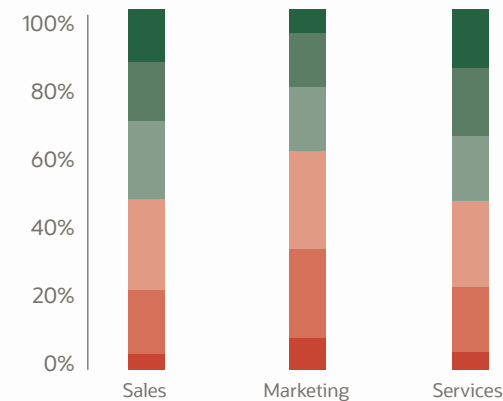
of marketers are concerned that they are at a competitive disadvantage due to CX.

46%

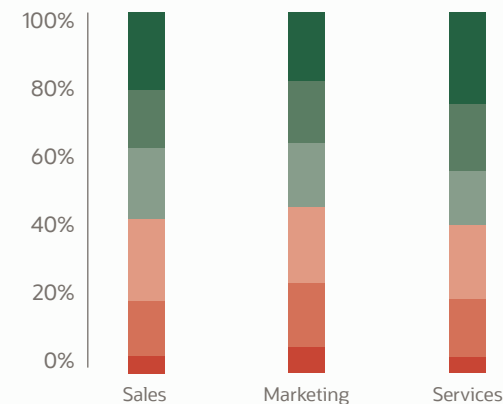
of marketers are concerned that they don't have the CX they need for the future.

72%

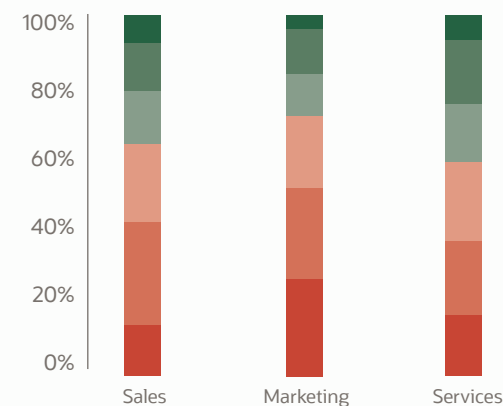
of marketers are concerned that they don't have the right skills to compete.



"I am concerned the current state of our customer experience puts us at a competitive disadvantage."



"I am concerned that my organization does not deliver the customer experience it needs for the future."



"I am concerned about whether we have the right team and skills in place to drive the level of customer experience and innovation we require."

Strongly Disagree Disagree Slightly Disagree
Slightly Agree Agree Strongly Agree



Key Takeaways

A single source of truth is essential. If all departments are expected to deliver exceptional customer experience, everyone must be set up for success. This means having access to the same data and tools, regardless of how potential buyers and current customers make contact.

CX success criteria must be defined. Measuring CX success can feel more like an art than a science, but determining what metrics are most important for each organization and setting up systems to track them cements the cross-functional importance of CX and provides insight into what steps should be taken in the future. This process must be rooted in understanding the indicators that correlate to retention and growth for their organization. Only then can metrics be put in place to start measuring improvements.

Automation is a missing piece. The disconnect between the C-suite and those on the front lines of CX can be largely attributed to a reliance on manual processes for the creation, delivery, and measurement of CX initiatives. If the C-suite isn't privy to the late nights required to assemble the reports they discuss in the boardroom, they will not be motivated to improve the situation for their employees. Automation reduces this load, freeing up resources for more strategic CX work.

Survey Overview: Respondent Makeup

Of 1,601 survey respondents:

- The most common seniority level was manager, at 33%. Individual contributors (19%), directors (13%), senior directors (9%) and CxOs (7%) rounded out the most common job titles.
- The most common industry was retail at 41%. Manufacturing (15%), high tech (11%), and financial services (9%) were the next most common industries.
- 50% worked in sales, 27% worked in service, and 23% worked in marketing.
- 34% reported an annual revenue of less than US \$25M, 18% reported revenue between US \$25M and \$49M, 16% reported revenue between US \$50M and \$99.9M, 16% reported revenue between US \$100M and \$999.9M, 11% reported revenue between US \$1B and \$9.9B, and 5% reported revenue of greater than US \$10B.
- The majority (19%) were from the United States. Australia, France, the UK, Germany, the UAE, and Saudi Arabia each accounted for 6% of responses. Japan, China, and India each accounted for 5% of responses. Mexico, Singapore, Peru, Brazil, Korea, Chile, Italy, Benelux, Argentina and Colombia each accounted for 3% of responses.

