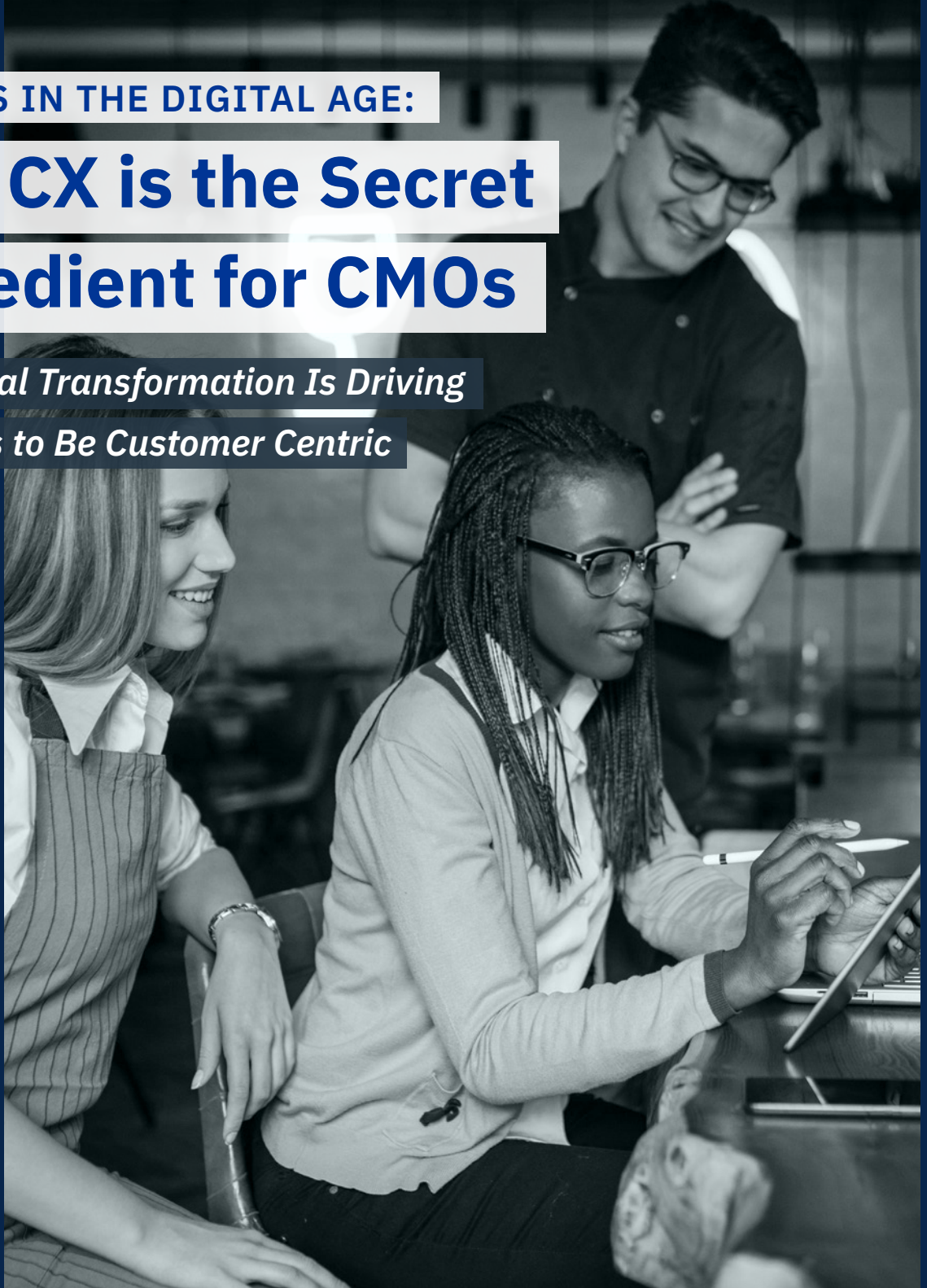


SUCCESS IN THE DIGITAL AGE:

Why CX is the Secret Ingredient for CMOs

How Digital Transformation Is Driving Marketers to Be Customer Centric





The role of the Chief Marketing Officer (CMO) is rapidly evolving. In past years, the CMO was primarily focused on customer acquisition and recently there has been a pivot to adopt customer retention and loyalty strategies. Now that there is a strong intersection between marketing and the customer experience (CX), it is imperative for CMOs to put the customer at the centre of every business decision.

Today, in the digital world, the balance of power has shifted to the consumer as they become more conscious about why, how and where they buy. They make purchase decisions based on authority (awards), reviews, recommendations and experience. They connect with your brand online, on their mobile, through apps, social media, and via desktop research. As customer behaviour evolves and digital

channels accelerate, CMOs are now expected to be at the forefront of understanding the customer by collecting and interpreting their data. It's imperative that CMOs understand how different digital touchpoints impact a customer's journey and their decision to stay committed to a brand for the long haul.

In fact, in 2019, it was found that 75% of organisations have successfully calculated a positive relationship between CX and business outcomes, including increases in revenue through higher retention, customer lifetime value, profitability margins and referrals. Organisations also boost CX as a clear attribution toward reduction in costs to serve and cost of acquisition.

So, how can CMOs deliver great experiences to their customers and simultaneously keep up with the acceleration of digital transformation?

Digital Transformation has become one of the most popular and frequently discussed topics. And like the countless industry trends and buzzwords that came before it, discussions around digital transformation tend to shift depending on who you're talking to and what their agenda is. This has only become more important since COVID-19 with an overnight rise in consumer demand for digital solutions, prompting businesses to adapt and transform.

Technology plays an indispensable role in the success of virtually every modern business. Today, enterprises that leverage technology most effectively across all areas of their organisation open the door for new levels of innovation, improved marketing performance and smarter decision making around brand positioning, campaigns and buyer behaviour.

If technology is actively transforming every aspect of modern businesses, how does digital transformation specifically relate to marketing and the importance of customer experience? And what does effective digital transformation even look like for CMOs?

Finding good answers to these questions should be a top priority for every marketer, because today nearly all successful marketing campaigns include the customer journey and the ever-expanding variety of traditional and digital touchpoints. As a result, your customers' behaviours are constantly shifting and evolving as new channels gain popularity. And of course, they have a nearly unlimited ability to access information about your company and the products and services you sell.

These factors have combined to create a totally new dynamic where customer expectations are higher and more fluid than they have ever been. Consumers assume you will adopt the latest new technology and social trends the moment they become popular. And if you don't the competition is never more than a click away.

Your customers simply expect all the traditional and digital elements of your business to work flawlessly together as part of a single unified experience





So, what will it take to meet customers expectations and build loyalty in this environment? In the context of linking CX and marketing, it's about connecting your customers' experience to these digital

touchpoints, so you can achieve a 360 degree view of your customers, their interactions with your company, and demonstrate the financial impact on marketing performance metrics.



Improving Marketing Performance by Understanding Your Customers' Digital Journey

The key to any successful marketing program in the digital age starts with a focused effort to understand your customers' highly complex and varied experiences across dozens of traditional and digital touchpoints. These CX assessment and strategy design efforts should take a variety of forms depending on your organisations' needs and CX and digital maturity, but they typically include the following steps:



CX ASSESSMENT

A comprehensive review and analysis of all factors that affect your ability to delight customers across digital and traditional channels—and identifies the key areas that have the greatest influence on the kinds of marketing experiences you're working to create for them. An effective CX assessment provides the accurate baseline you need to measure future progress, and it offers a holistic, objective view of exactly where you need to invest to move up the digital CX maturity curve.



JOURNEY MAPPING

This exercise—which should ideally take place in conjunction with your overall CX assessment—creates a powerful visual representation of the complete journey your customers take with your products, services, and brand across traditional and digital touchpoints. An effective journey map provides that invaluable “outside-in” customer perspective of your CX efforts that perfectly complements the “inside-out” organisational view that comes from a thorough CX assessment. With a complete and effective journey map, you can uncover the key moments and evaluation points customers experience in your processes to identify crucial positives and negatives, and measure attitudes and emotions that affect your customers' impressions and decisions.



CX STRATEGY AND DESIGN

Before you can begin the process of transforming your marketing and digital CX program, it's critical to harmonise your organisational goals, align key stakeholders, and set up an effective corporate governance structure around your digital initiatives. A successful strategy and design exercise typically focuses on finding ways to capture actionable feedback across your digital channels, to improve overall performance of marketing metrics.



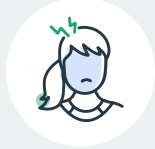
BLUEPRINTING

The blueprinting process works to understand the impact of specific experiences on your customers' attitudes and behaviours. This information allows you to accurately identify the people, channels, processes and tools that will make the biggest positive impact on every customer's journey—whether it's in a store, online, or both.

Together, these exercises help reveal all the different traditional and digital interaction points you will need to integrate marketing with your CX program - and how they should work together to create unified customer experiences across all your campaigns to improve marketing performance.

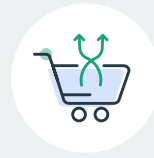
Powering Your Marketing with Customer Data

With a thorough understanding of how customers interact with your brands and overall business, you can begin the process of collecting and analysing feedback data from the growing number of touchpoints your customers depend on—and then combining that information into a cohesive, consistent and actionable 360-degree view of your customers. Understanding the ‘why’ behind customer’s behaviours enables marketers to better segment their campaigns to offer personalised engagement, for example:



CHURN PREVENTION

Use personalised marketing outreach after a poor experience to close the loop and incentivise return to happiness. 32% of consumers report they will leave a brand they love after just one bad experience. ([Adobe and Forrester, 2018](#))



CROSS-SELL AND UP-SELL

If you are listening intently to your customers, you uncover in the feedback data when a customer has had a positive experience with your product. Why not take the opportunity to offer them a complementary product to enhance the experience further?



REFERRAL

Enable advocacy with happy customers to turn them into vocal promoters by looking for drivers of satisfaction.

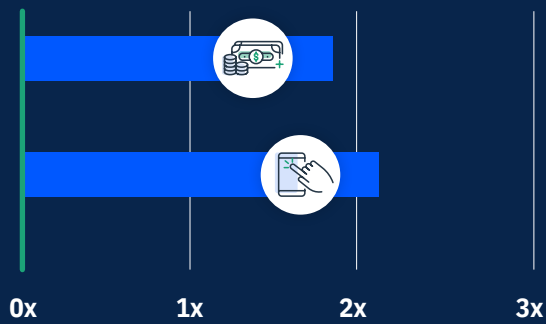


WIN-BACK

Understanding the reason for a customer leaving your brand will enable you to reformulate your value proposition to try and bring them back to the fold.

Of course, this is never easy—even if you already have a relatively mature CX and digital program in place. Traditional CX tools and tactics are often ineffective or irrelevant in the digital world. And feedback from digital sources often lacks the structure and context needed to make it a valuable piece of your larger marketing program. As a result, you end up with narrow slices of isolated information that capture pieces of the customer experience—but fail to combine them into the cohesive and consistent view you need to improve your customers’ complex journeys.

Experience-driven businesses grew revenue 1.8x faster and reported 2.1x higher increases in return on ad spend than other companies.



[Adobe and Forrester, 2018](#)

Overcoming this challenge requires a technology platform and a family of services that are designed to collect data from any traditional or digital source, normalise it, and feed it all into the same standardised, best practice CX framework. This makes it possible to measure, analyse, prioritise, and take action in ways that drive continuous improvement across your entire digital enterprise.

With this type of platform in place, traditional tools and tactics like surveys and mystery shopping can work seamlessly together with online and native app intercept surveys, product review sites, social media feedback, standard web and app analytics, and many other sources of digital feedback to create a complete, unified view of how customers

interact with your brand. This approach also makes it possible to apply the same advanced analytics to all your traditional and digital CX data, so you can determine which customer interactions and experiences are having the biggest impact on marketing outcomes—and then adapt and adjust your efforts to focus on areas that contribute most to your marketing bottom line.

Start Building Your Foundations Today

Digital transformation has already become a marketing and business imperative—especially in the world of CX. With CMOs now facing a number of new challenges of not only acquiring customers, but also maintaining and growing existing customers, these goals should focus on the customer experience. This doesn't lie in just listening to your customers and doing whatever they ask, but rather optimising their customer experience to enhance their touchpoints with your brand to overall improve marketing performance.

FURTHER READING

- [The importance of a CX-centric mindset of today's CMO](#)
- [Three ways a CX mindset can power your loyalty marketing program](#)
- [The four pillars of customer experience ROI](#)

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