Customer Maturity Model

	Foundation	Get Basics Right	Deliver the Promise	Differentiate	Best in class
Understanding & Insight	‣ No understanding of customer segments. ‣ Internal view used to understand unmet needs & pain points. ‣ No customer qual or quant techniques are used for insights.	‣ Organisation has started to identify key phases in customer journey. ‣ Some use of qualitative research to understand customer issues by phase ‣ Acknowledgment of the use of qual. customer research to generate better insights.	‣ Priority Phases of Journey defined ‣ Qualitative research for exploring unmet needs & pain points for each phase of the journey ‣ Data & loyalty strategy defined	‣ Linking understanding & insight into customers to driving business improvements ‣ Each MOT for the customer has been turned into a CX project to truly understand customer needs, behaviours & business improvements to develop redesigned experiences.	‣ Offers & experiences tailored to the individual needs of the customer. ‣ The organisation has a deep understanding by journey and uses insights to design world class experiences
Strategy & Vision	‣ No understanding of customers journey and their experience. ‣ Ad hoc approach to creating and addressing customer experience	‣ Mapped our current state experiences. ‣ CX journey model for the organisation is defined. ‣ We have started identifying "Focus areas/ Moments that matter" for our customers	‣ Defined the Focus Areas/Moments that matter for all our customers (Retail & Commercial) ‣ Portfolio view of CX initiatives ensuring efforts are aligned to the focus areas	‣ Relevant teams and roles are aware of the focus areas and use this to make decisions. ‣ We measure the impact on CX, learn and adapt as needed ‣ A common understanding of where we play & how we win	‣ CX drives key strategic decisions. ‣ Its central to all our decision making process.
Design & Delivery	‣ All CX projects are delivered using traditional methods of build first internally and launch to market without any customer insights, validation & testing of concepts.	‣ Some use of HCD in design and delivery of CX initiatives outside of innovation work. ‣ Roles & responsibilities not well defined & understood.	‣ Ways of working for CX initiatives defined with clear roles & responsibilities. ‣ Clear linkages in how CX & Innovation processes work.	‣ Insights led CX projects ‣ HCD is used to deliver all CX projects across the organisation ‣ CX design considers physical & digital combined for a consistent & seamless experience.	‣ HCD is business as usual in how we design and deliver CX. ‣ We can co-design with partners who form part of the CX ecosystem.
Measurement & Prioritisation	‣ Customer measures such as NPS, Effort or Satisfaction do not exist to guide prioritisation	‣ Some customer measures are defined and reported on at different levels but not linked close loop feedback. ‣ There is no systemic measures in place.	‣ A CX prioritisation plan is in place, roles understood and it guides design of future operating model ‣ Measures are reported to relevant teams.	‣ Ongoing reporting of CX performance across journey stages & touchpoints. and links to brand & loyalty metrics. ‣ Tracking of initiative progress and its impact on CX, Investment in CX initiatives are aligned to CX strategy.	‣ Everyone at the organisation knows how they influence or impact the overall CX measures. ‣ CX prioritisation & governance is fully embedded and understood & is part of BAU
Culture & Leadership	‣ Customer centric mindset and approach is not acknowledged and isn't part of the thinking or ways of working.	‣ Importance of having a customer centric mindset is recognised.	‣ CX part of the leadership framework ‣ Role based CX competencies defined ‣ Organisational system alignment requirements defined.	‣ Roll out of CX competency program to build capability ‣ CX part of the performance measures & development plans ‣ Reward & recognition programs in place.	‣ All people processes are aligned to CX ‣ CX leadership is a key capability focus for the organisation