Deriving ROI from Enterprise CX Technology

Don't let your CX technology investment die at the desk

glance

Deriving ROI from Enterprise CX Technology

You conducted extensive research to identify an enterprise customer interaction/CX platform that you're confident will be a good investment and will make an impact over the years. You did all the work of signing the contract and championing the solution, but those are just the first steps.

How will you and the vendor you're working with ensure the software gets onboarded successfully, deployed across users, and used effectively so you get the anticipated return on investment (ROI)?

What factors will transform your organization from one that only aspires to have delightful, high-value customer interactions to one whose CX is the envy of the industry?

In the following pages, you'll read about the challenges and rewards of successfully deploying enterprise CX and which capabilities and best practices can help your organization fully utilize your new CX software and maximize ROI.

The good news? With the right approaches and capabilities, your employees will enthusiastically embrace enterprise CX, unlocking key opportunities across the customer journey to monetize, retain, and delight high-value customers.

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Enterprise CX: why it's worth it

With competition at an all-time high and economic uncertainty causing consumers and businesses to be more mindful of every penny spent, CX is a prime area for enterprise differentiation – and it's more crucial than ever in the digital age. Your customers are on a digital journey, and it can be fraught with uncertainty and frustration. **Over half of customers** will switch to a competitor after a single unsatisfactory customer experience. That's where enterprise CX can make or break brand experiences. Enterprise CX encompasses how a business engages with customers, from the initial information they receive, to the point of purchase, all the way through to ongoing service and support.

Guided CX: an essential ingredient in enterprise CX
Guided CX – like collaborative cobrowsing and screen sharing – can be a huge differentiator in your CX tech stack. When things get tough for customers, your employees can join them to help

them through. Representatives see what customers see on screen at the moment, directing their navigation, answering their questions, and earning their trust securely and reliably. Your representatives can offer advice and expertise at key decision moments with one-on-one, personalized attention. When that happens, customer sentiment soars, and customer loyalty along with it.

CX software offers multiple opportunities for capitalizing on high customer satisfaction moments, including making demos come to life, helping customers navigate online processes with expert advice and empathy, and engaging customers with consultative selling and upselling. Everyone in the organization loves the results: customer loyalty improves, and business closes faster for more revenue and substantial ROI.

Eight reasons enterprise CX deployments falter

When enterprise CX is fully deployed and embraced across the organization, the benefits can be significant. However, if the software isn't used effectively or to its full potential, the business outcomes may fall short. Here are some possible reasons why this happens.

1. No executive prioritization

When focused on conflicting demands and daily activities, executives can find identifying opportunities to enhance the customer experience challenging. Pinpointing the underlying causes of issues and comprehending client needs requires effort and focused analysis, which takes time. Once challenges have been uncovered, leaders need to prioritize which opportunities to act on and allocate the required funds to make improvements.

2. Lack of focus

According to Forrester, 64% of CX leaders anticipate having higher budgets to help them create and improve customer experiences, foster critical employee skills, gather unstructured feedback, and use predictive modeling to help them thrive despite economic turbulence. While CX leaders are optimistic about their budgets, they must allot the proper resources for their investments, focusing in on areas that will create differentiation, customer loyalty, and increased profitability.

3. Forcing a one-size-fits-all solution

One of the biggest mistakes companies make when deploying enterprise CX technology is relying on a one-size-fits-all approach. Many vendors will try to sell you a solution that claims to be the answer to everything – whether it's a CRM, CCaaS, or other multifunctional software. The problem? These "all-inone" solutions often result in inferior performance across multiple areas, leaving both employees and customers frustrated with sub-par experiences.

At Glance, we pride ourselves on being platform-agnostic – meaning Glance integrates seamlessly with whatever systems your teams are already using. This flexibility is key because business units and departments use different tools to meet different needs, and trying to force everything into a single platform is like fitting square pegs into round holes. Your teams – and more importantly, your customers – deserve better than a patchwork of inferior solutions that compromise efficiency, satisfaction, and ultimately, loyalty.

4. Lack of personalization

McKinsey found that companies focusing on CX personalization can increase their revenue by five to 15 percent. Personalization requires a holistic approach and the right CX tools, recognizing the importance of every customer touchpoint in fostering relationships beyond transactions. Nevertheless, offering a personalized experience on all the channels a customer prefers is challenging. Start by segmenting customers and creating experiences that fit their preferences across channels.

5. Not aligning with business goals

CX solutions are significant investments that inevitably require executive and interdepartmental buy-in. To obtain consensus, CX leaders must align CX strategies to broader business objectives. Gather the necessary data to show that CX is a source of value, not just a cost, and lead with metrics delineating outcomes that match business goals.

6. Inability to show quick wins

Sometimes, it can take months to integrate the applications, data, and even workflows needed to support CX initiatives. Meanwhile, the market and potentially the customer base have moved on. Opt for a cloud-based platform that is relatively easy to implement and compatible with other devices and platforms, such as Salesforce. This way, you can garner momentum, capitalize on low-hanging fruit opportunities, and quickly garner organizational support.

7. Overlooking employee experience

According to a study updated in 2023, Gallup found that businesses with top-quartile employee engagements had 10% higher customer loyalty and engagement rates than bottom-quartile business units. Ultimately, it's employees who deliver the customer experience. So remember, if you take care of your employees, they'll take care of your customers. Track employee touchpoints, empower them with the tools and capabilities they need to succeed, and create personalized programs to develop, advance, and retain employees.

8. Siloed data and functions

Fifty-four percent of organizations stated that their biggest barrier to leveraging data was fragmented or siloed data. Strive to unite scattered data sources that impede communication and warp your company's customer perspective. Silos inside your organization can lead to divergent or conflicting goals across your teams and choppy consumer experiences with your brand. Create a unified view of the customer to create a consistent experience.

What capabilities are essential for successful enterprise CX?

Shared vision

Deploying and adopting enterprise CX is a complex process involving multiple functions and disciplines. Getting there requires seamless cross-functional collaboration, new working methods and clear design principles, processes, and target setting in line with well-defined CX ambitions.

When your operating model and CX organization are correctly structured, it's time to attain a shared, organization-wide vision. A shared vision for CX energizes people, creates meaning in their work, establishes a standard for excellence, and bridges from the present to the future. It enables the organization to set up the appropriate operating models, cultural norms, and team to make steps towards the shared vision.

Clear governance

Once a clear vision is established, CX governance – or a framework for ensuring that CX is managed effectively and strategically across the organization – is essential. Governance includes the roles and responsibilities of different stakeholders, the process for making decisions about CX initiatives, and the metrics used to measure and track CX performance.

Transparent CX governance helps ensure that customer experience remains a priority, aligned with the business strategy. It ensures that CX initiatives across different departments and functions are wellcoordinated and consistent. Governance should include roles, responsibilities, decision-making processes, metrics, reporting, and communication.

Culture of collaboration and alignment

When aligned, team members can leverage each other's strengths and expertise, leading to better resource allocation and utilization. CX is more than a term; it's a mindset and work style every business must adopt. A CX culture is a set of values, beliefs, and behaviors prioritizing customers' needs, expectations, and satisfaction across all touchpoints. CX culture is a holistic, ongoing commitment that requires leadership, alignment, empowerment, and feedback. It can't be implemented quickly or delegated to a single department.

The CX organization can spearhead efforts to create meaningful customer relationships, but the entire organization is ultimately responsible. A culture of collaboration and alignment across different functions, teams, and levels of the organization is imperative for enterprise CX initiatives to succeed.
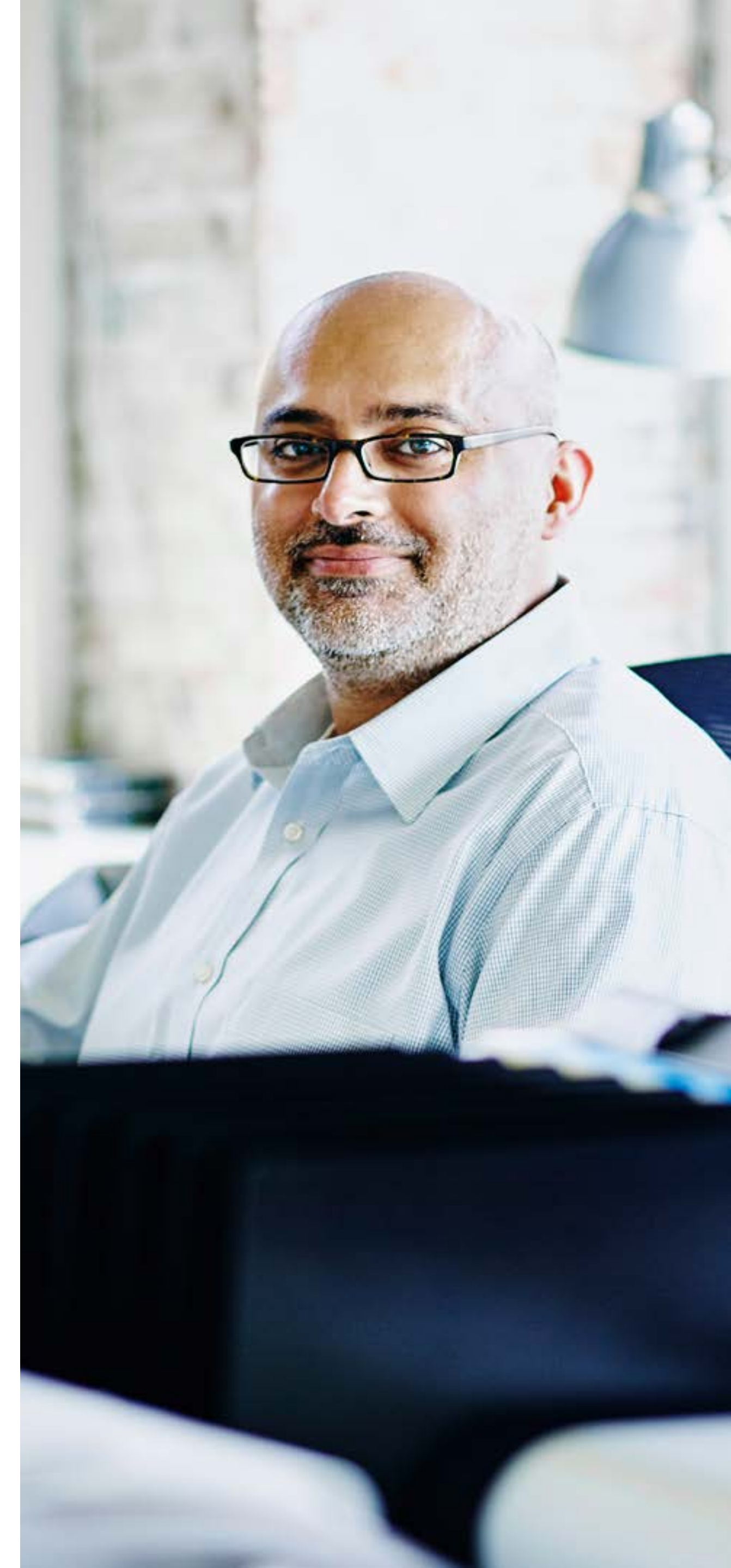
Metrics and indicators for performance and value

It's essential to start with a CX plan that includes success metrics based on a perceptive examination of consumer interactions. Team members can only become motivated and focused enough to build, grow, and maintain a superior customer experience when executives are involved, and employees have a playbook that outlines what success looks like.

Without clearly defined customer experience goals and metrics, your organization will lack the commitment to maintain and enhance each customer touchpoint. Determine which metrics are most relevant for your business: customer churn rate, customer satisfaction score (CSAT), customer effort score (CES), Net Promoter Score, product returns, customer lifetime value, or other telling measures.

Here are some **best practices in CX measurement.**

Continuous feedback, learning, and improvement

Transforming CX isn't about playing hard and fast. To succeed in the long game, companies need to manage it systematically. Doing it well is a game changer, which is why more than 70 percent of senior executives rank CX as a **top priority** for the coming years. According to **McKinsey & Company,** "Companies that effectively organize and manage customer experience can realize a 20 percent improvement in customer satisfaction, a 15 percent increase in sales conversion, a 30 percent lower cost-to-serve, and a 30 percent increase in employee engagement."

Remember that CX is not merely a department within an organization – it's a strategic approach that maximizes customer value and nurtures long-term relationships. It requires a long-view approach that embraces feedback, learning, and continuous improvement based on data-driven insights.

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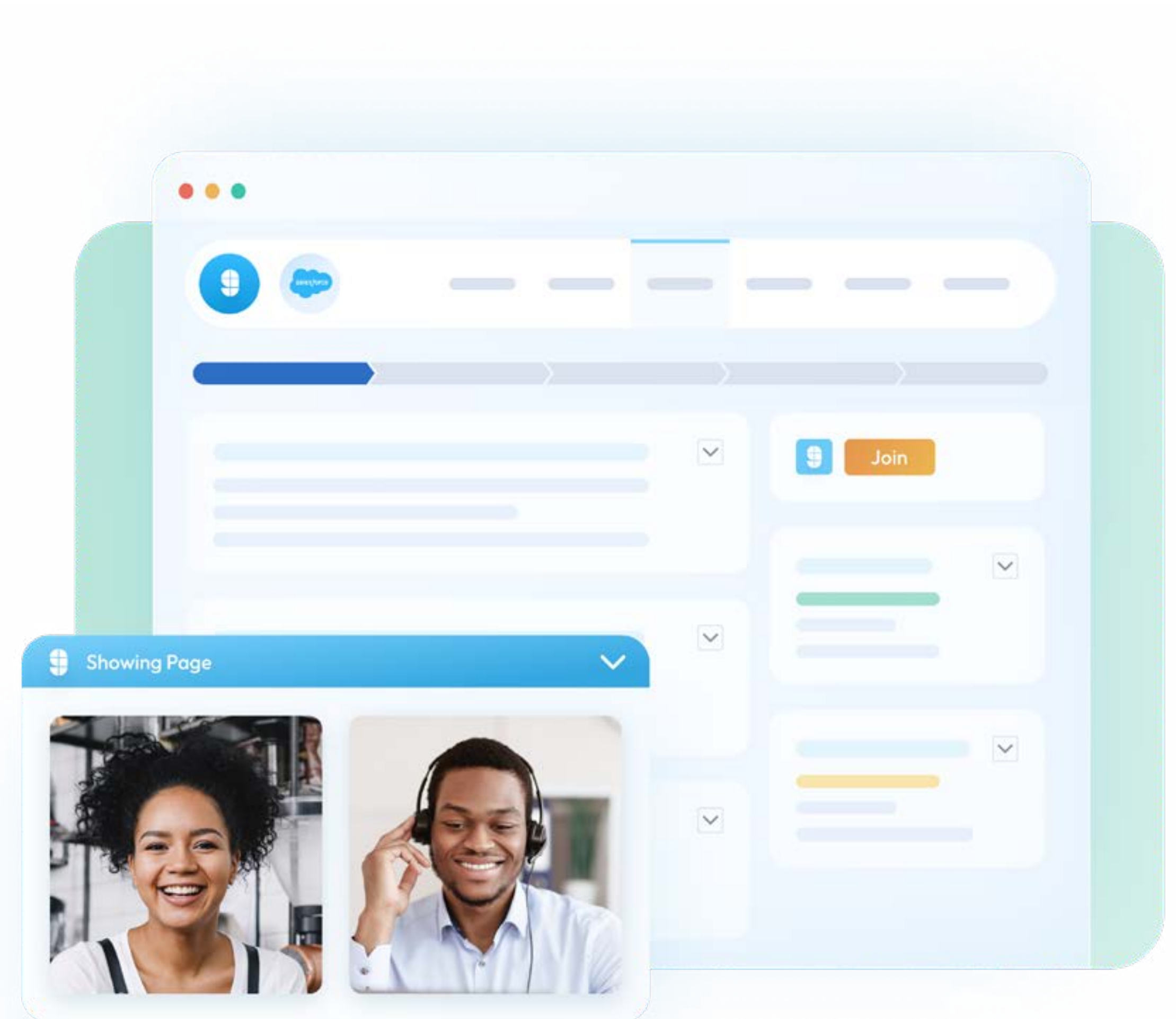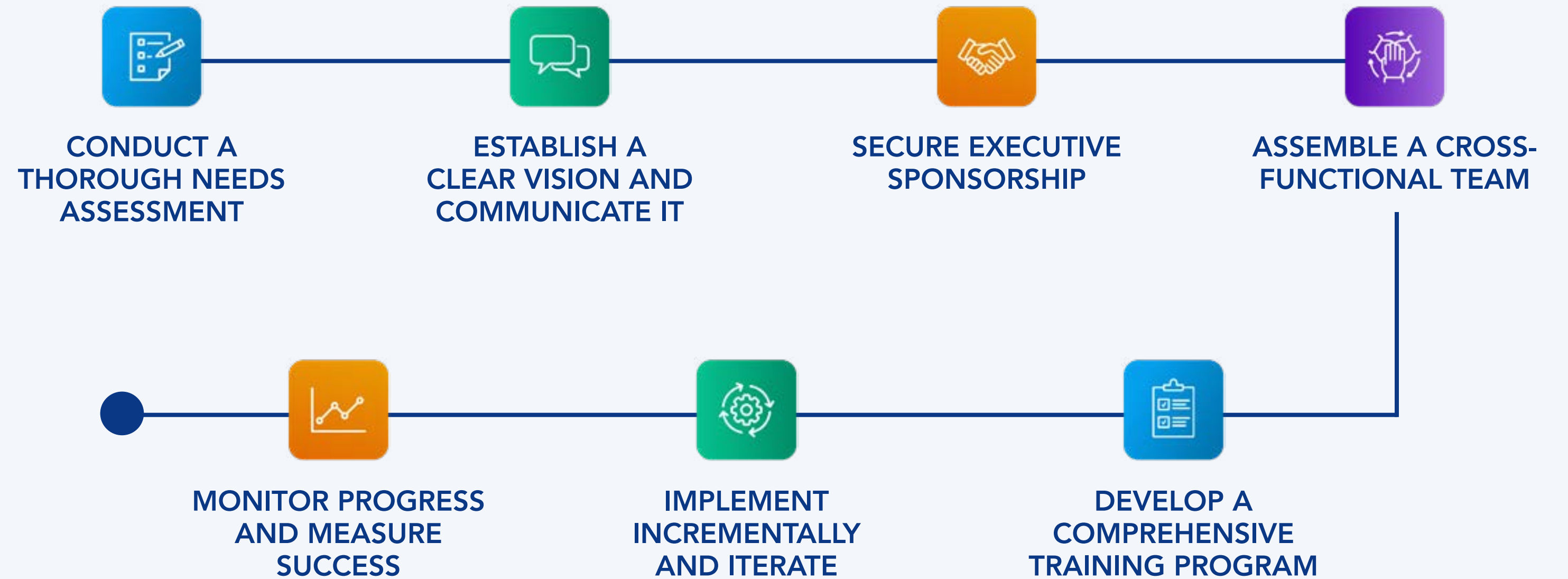
Best practices

All enterprise software deployments are challenging

At this point, you may think that enterprise CX is too daunting, but remember that every enterprise software deployment is complex. Every enterprise implementation takes planning and preparation, the correct methodology, and the proper deployment tools. Change never happens overnight, so a phased approach with a healthy dose of communication and collaboration works best. Along the way, monitor results, troubleshoot issues, evaluate progress, and optimize based on data and insights.

Successful enterprise CX: a roadmap for successful transformation

As you embark on your enterprise CX journey, be sure you maximize the value and ROI of your investment. Here's a roadmap for success.

CONDUCT A THOROUGH NEEDS ASSESSMENT

ESTABLISH A CLEAR VISION AND COMMUNICATE IT

SECURE EXECUTIVE SPONSORSHIP

ASSEMBLE A CROSS-FUNCTIONAL TEAM

MONITOR PROGRESS AND MEASURE SUCCESS

IMPLEMENT INCREMENTALLY AND ITERATE

DEVELOP A COMPREHENSIVE TRAINING PROGRAM

Successful enterprise CX: a roadmap for successful transformation

Conduct a thorough needs assessment
Before implementing any enterprise CX tool, conduct a thorough needs assessment to understand the current state of your CX.

Actions
- Perform a detailed audit of your current customer journeys.
- Gather input from stakeholders to understand their CX challenges.
- Develop a roadmap that outlines the steps needed to transition to the new CX approach.

Establish a clear vision and communicate it
Begin by articulating a clear and compelling vision for why the transition to enterprise CX and a CX culture is necessary. This vision should highlight the long-term benefits, such as increased revenue, improved customer satisfaction, increased sales conversion, lower cost-to-serve, and enhanced employee engagement.

Focus on what is gained. Communicate this vision across all levels of the organization to ensure everyone understands the strategic importance of the transformation.

Actions
- Develop a comprehensive communication plan that includes presentations, workshops, and regular updates.
- Consider awards or bonuses for CX champions and outstanding CX achievements.
- Use real-world examples, **research**, and case studies to illustrate the benefits.
- Encourage feedback and address concerns promptly to foster buy-in.

Secure executive sponsorship
Executive sponsorship is critical to building a culture of CX. Ensure that top leadership is on board and actively championing the initiative. Their support will provide the authority and resources to overcome resistance and push the project forward.

Actions
- Identify and engage key executives early in the process.
- Align the project goals with broader organizational objectives.
- Provide regular progress reports to keep leadership informed and engaged.

Assemble a cross-functional team
CX takes a village, so form a cross-functional team that includes representatives from customer service, sales, marketing, top leadership, product development, IT, business development, finance, and HR. Remember, CX is not the responsibility of one team.

Help all team members understand the essential customer journeys and how their work contributes to the customer experience. When there is a shared understanding of the customer journey, people typically manage to widen their perspective outside of their silo. This team will guide the transition and address any issues that arise.

Actions
- Select team members who are influential and respected within their departments.
- Balance CX, technical expertise, and business acumen on the team. Ensure they understand why they are involved. For example, HR needs to align bonuses and incentives and develop the right organizational capabilities.
- Assign clear roles and responsibilities to each team member.

Develop a comprehensive training program

Training is a critical component of change management. Ensure that all users are well-equipped to embrace enterprise CX.

Actions
- Use various training methods, including hands-on workshops, online courses, and documentation.
- Provide ongoing support and resources to address questions and issues post-implementation.

Implement incrementally and iterate

Adopt a phased approach to implementation. Start with a pilot project that involves a small subset of users and data sources. Use this pilot to gather feedback and make necessary adjustments before broadly rolling out enterprise CX.

Actions
- Select a pilot project that is representative of broader use cases.
- Monitor the pilot closely and gather detailed feedback from users.
- Iterate on the solution based on feedback before expanding to additional departments.

Monitor progress and measure success

Establish metrics to measure the success of the CX transition and continuously monitor progress. This will help identify areas for improvement and ensure that the initiative stays on track.

Actions
- Define key performance indicators (KPIs) that align with your goals.
- Use dashboards and reports to track progress in real time.
- Regularly review the metrics and adjust your approach as needed.

The bottom line

Many business leaders are beginning to view CX not as a cost but as a critical lever of business growth. However, transforming enterprise CX is more than rolling out a single CX platform or tool. It requires building aspiration and purpose, transforming the business, and enabling the transformation. As a CX leader, you know the transformation to a strategic CX organization will be well worth the effort – not just for your brand and business outcomes, but also for your customers.

Want a 394% return on your CX investment?

An **independent study** found that organizations that implemented Glance Guided CX solutions experience a 394% ROI over a three-year period, enabling benefits worth $6.75 million for the composite organization in the study.

Learn more and take a demo at glance.cx to explore how Glance can help you differentiate your CX and unlock key opportunities across the customer journey.

About Glance

Glance Guided CX™ helps enterprises earn, keep, and grow customers through instant, personal, human-to-human collaboration sessions within their mobile apps, portals, and websites. Glance is easy for everyone and works on any platform or device.

The world's most recognizable brands trust Glance in moments that matter to build relationships, increase revenue, and boost customer lifetime value. Discover how to create wow-worthy human CX glance.cx.

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