

# Customer Obsession: The What, The Why, And The How

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**Rick Parrish**

Vice President & Research Director

BOLD  
AT  
WORK

# Customer Experience Quality Is Down

Average CX  
quality dropped  
across 10 of 13  
industries we study

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According to our 100-point  
Customer Experience Index (CX  
Index™) scale

72.0

in 2021

Average CX  
quality dropped  
across 10 of 13  
industries we study

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According to our 100-point  
Customer Experience Index (CX  
Index™) scale

71.3

in 2022

# Even digital CX is worse

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According to our 100-point Customer Experience Index (CX Index™) scale

69.7

in 2021

# Even digital CX is worse

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According to our 100-point Customer Experience Index (CX Index™) scale

# 69.3

in 2022

CX differentiation  
is decaying

**75%** of brands  
**within**  
**± 5** points of avg

# Declining focus on customers



Fewer companies  
are customer  
obsessed

10%

in 2021

Fewer companies  
are customer  
obsessed

**3%**

in 2022

# When customer obsession backslides

# When customer obsession backslides

Leaders hurt long-term business health without realizing it

Leaders stayed  
focused on  
customer insights



**BARCLAYS**

# When customer obsession backslides

Leaders hurt long-term business health without realizing it

Strategies don't emphasize customers enough

Kept its strategy  
focused on being  
welcoming and  
supportive



# When customer obsession backslides

Leaders hurt long-term business health without realizing it

Strategies don't emphasize customers enough

Operations get lazy



Designed and  
deployed new  
experiences at an  
impressive rate



Three factors exacerbate the situation

Economic  
turbulence

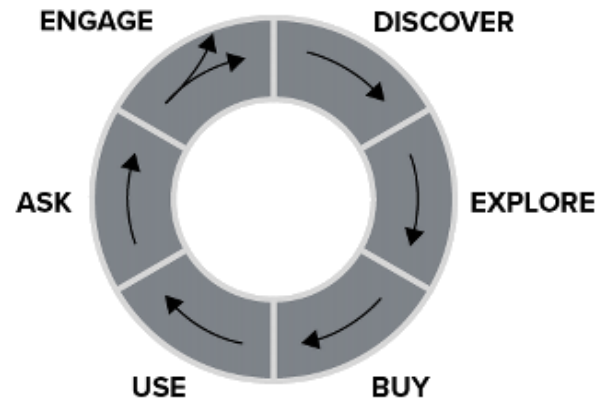
**54%**

Of consumers plan to reduce spending in 2023

Customer lifecycles are more non-linear than ever, require unprecedented coordination

**Then**

Customer lifecycles were linear paths from acquisition to retention.

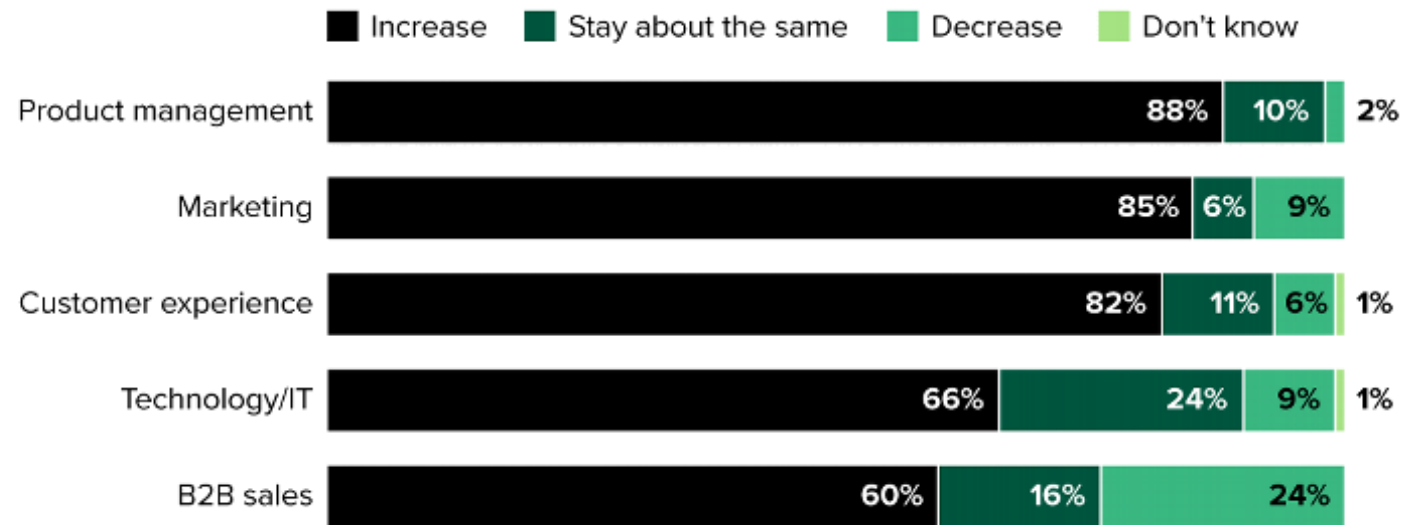


**Now**

New business models mingle customer acquisition and retention.



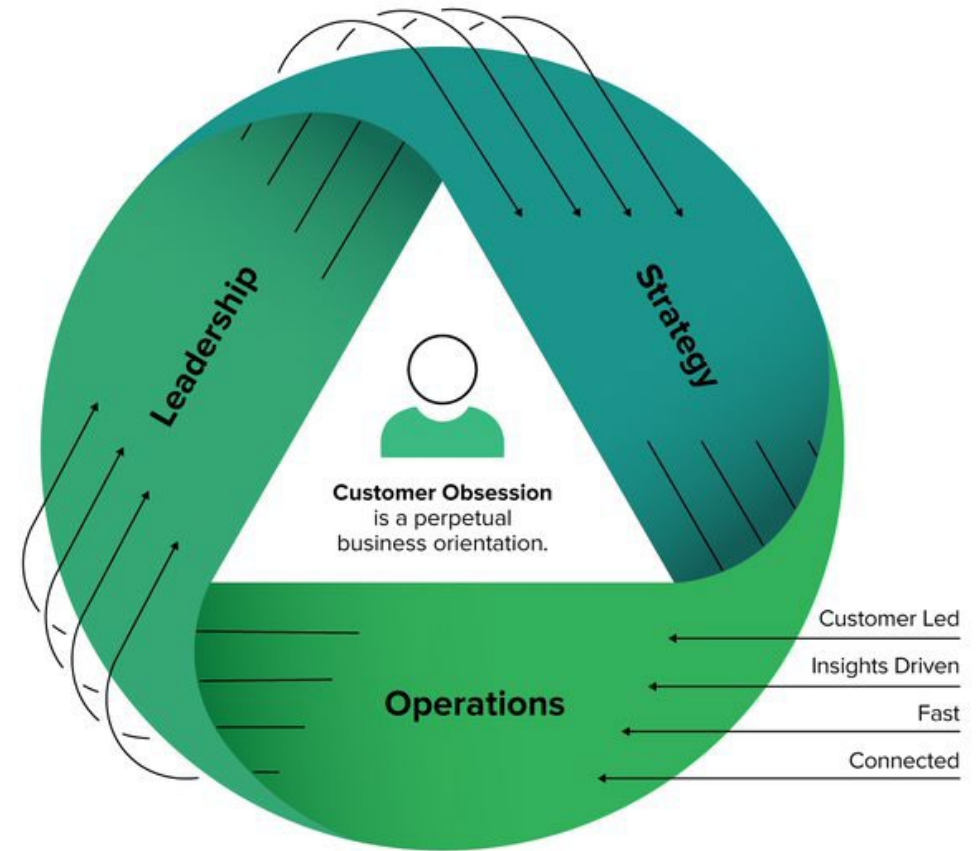
# Business leaders are overly optimistic about their 2023 budgets



Companies must become more customer obsessed

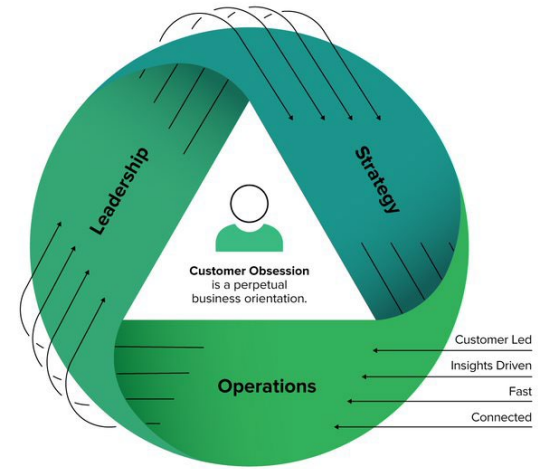
# What is customer obsession?

Putting the customer at the center of your company's leadership, strategy, and operations



# Customer obsession

These four principles are transformational



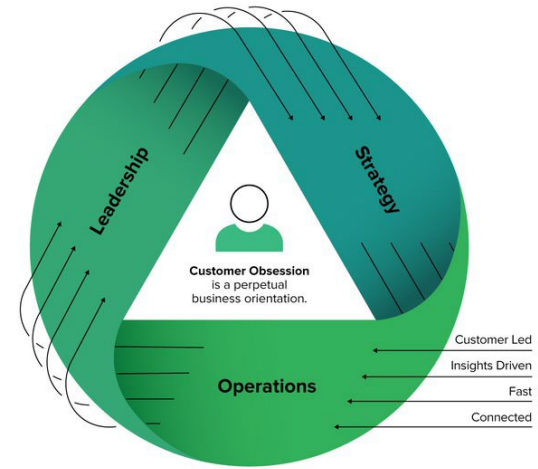
Customer aware

Customer led



# Customer obsession

These four principles are transformational



Customer aware

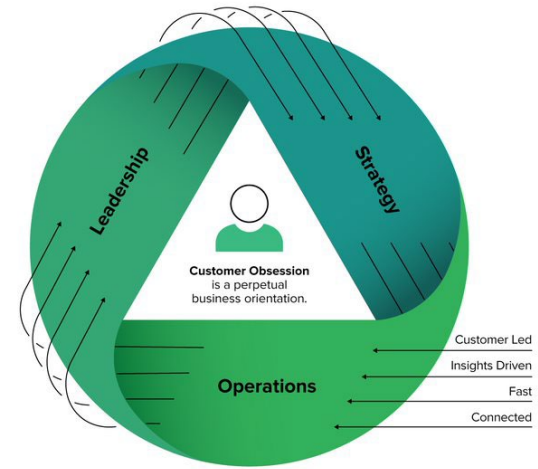
Customer led

Data rich

Insights driven

# Customer obsession

These four principles are transformational



Customer aware

Customer led

Data rich

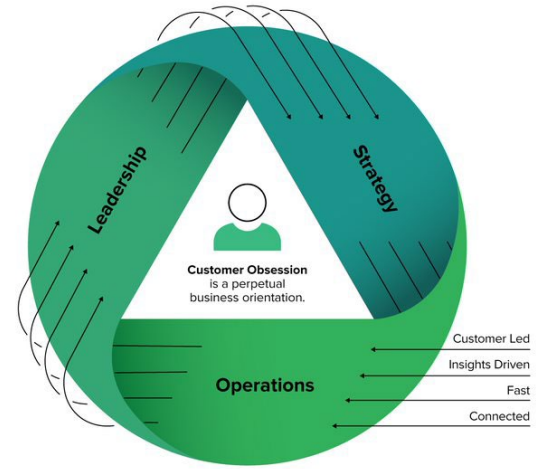
Insights driven

Perfect

Fast

# Customer obsession

These four principles are transformational



Customer aware

Customer led

Data rich

Insights driven

Perfect

Fast

Siloed

Connected

Customer-  
obsessed  
companies do the  
most important  
things *better*

**Better...**



Products



Services



Experiences

Customer-obsessed companies do the most important things *better*

**Better...**



Products



Services



Experiences

**Better...**



Acquisition



Retention



Enrichment



Advocacy

# Customer obsession has huge business benefits

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Versus non-customer-obsessed  
companies

**2.5x**

Revenue growth rate

**2.2x**

Profitability growth rate

**2.2x**

Customer retention  
growth rate

**2.2x**

Employee engagement  
growth rate

# Customer obsession creates a win/win/win

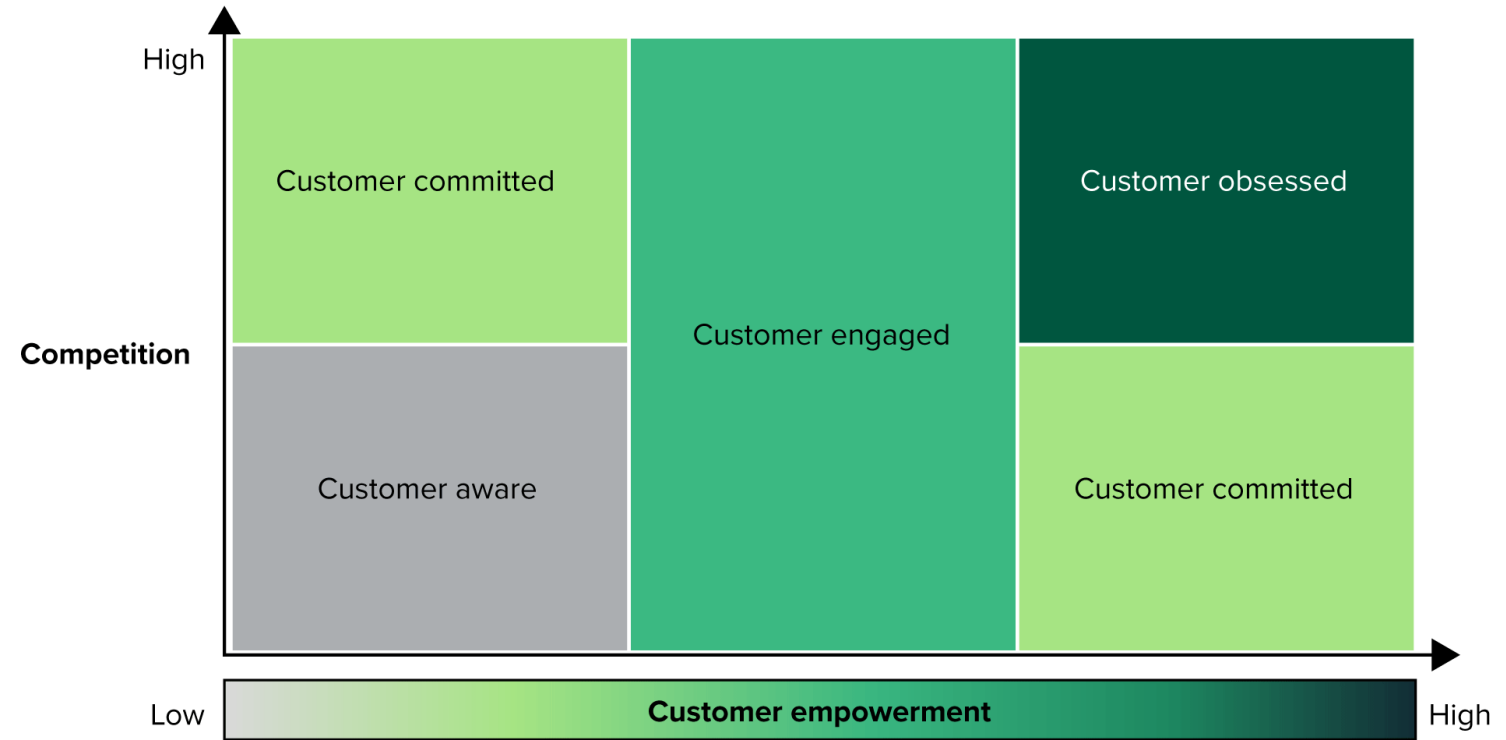
Customers get better value

Organizations get better customer loyalty

Employees have better experiences

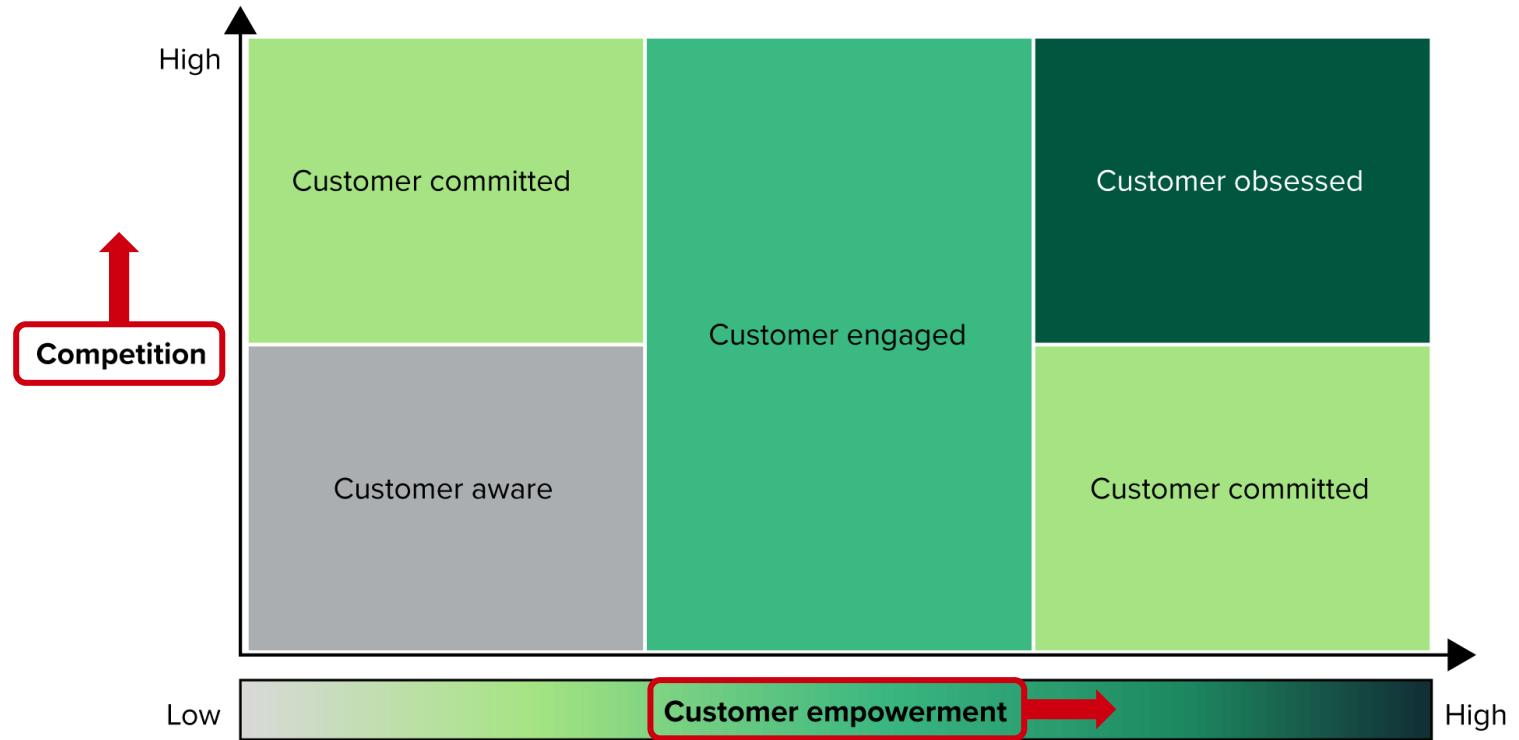


Not every  
company needs to  
be fully customer  
obsessed today



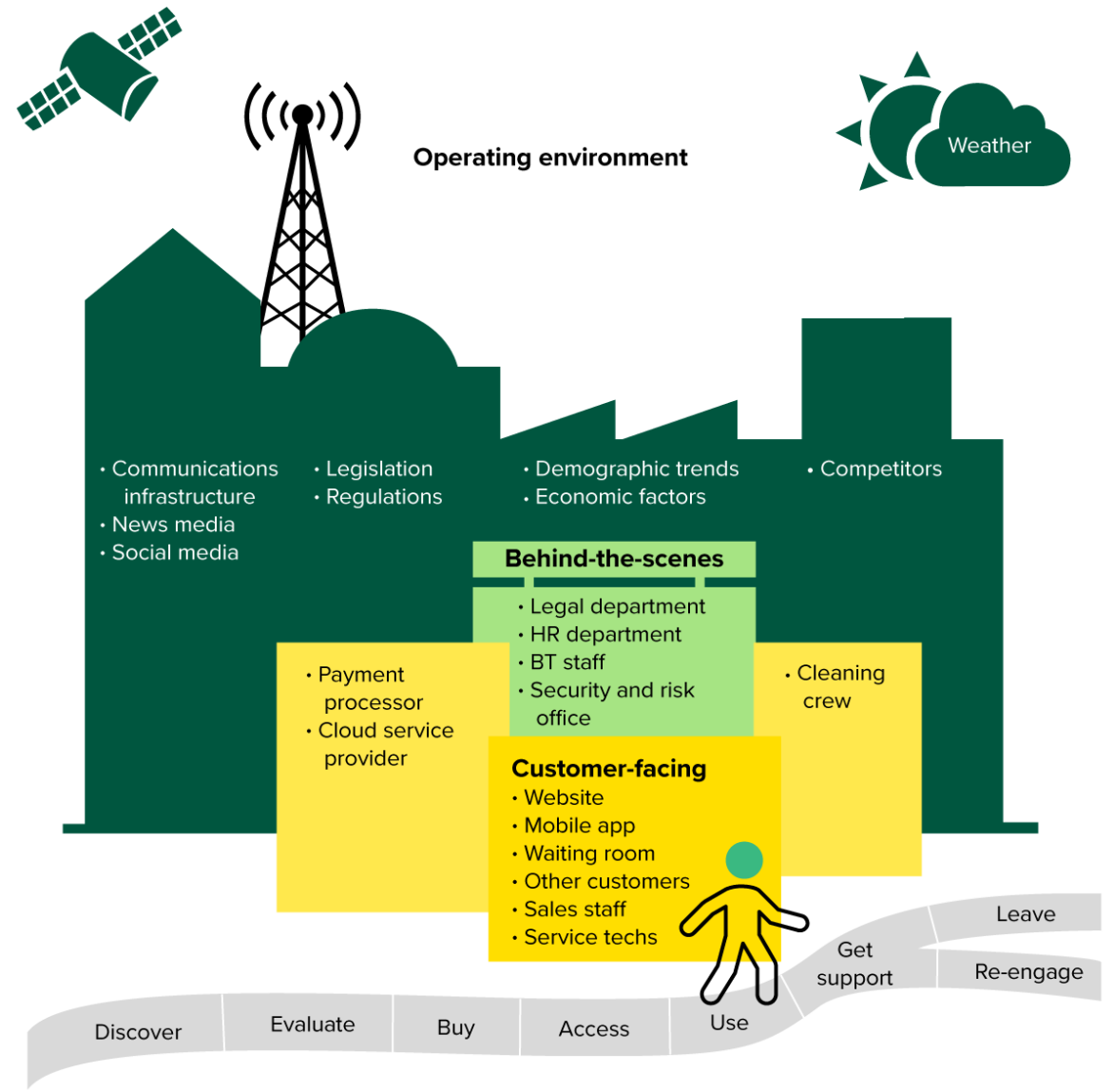


Not every company needs to be fully customer obsessed today...  
But what about five years from now?



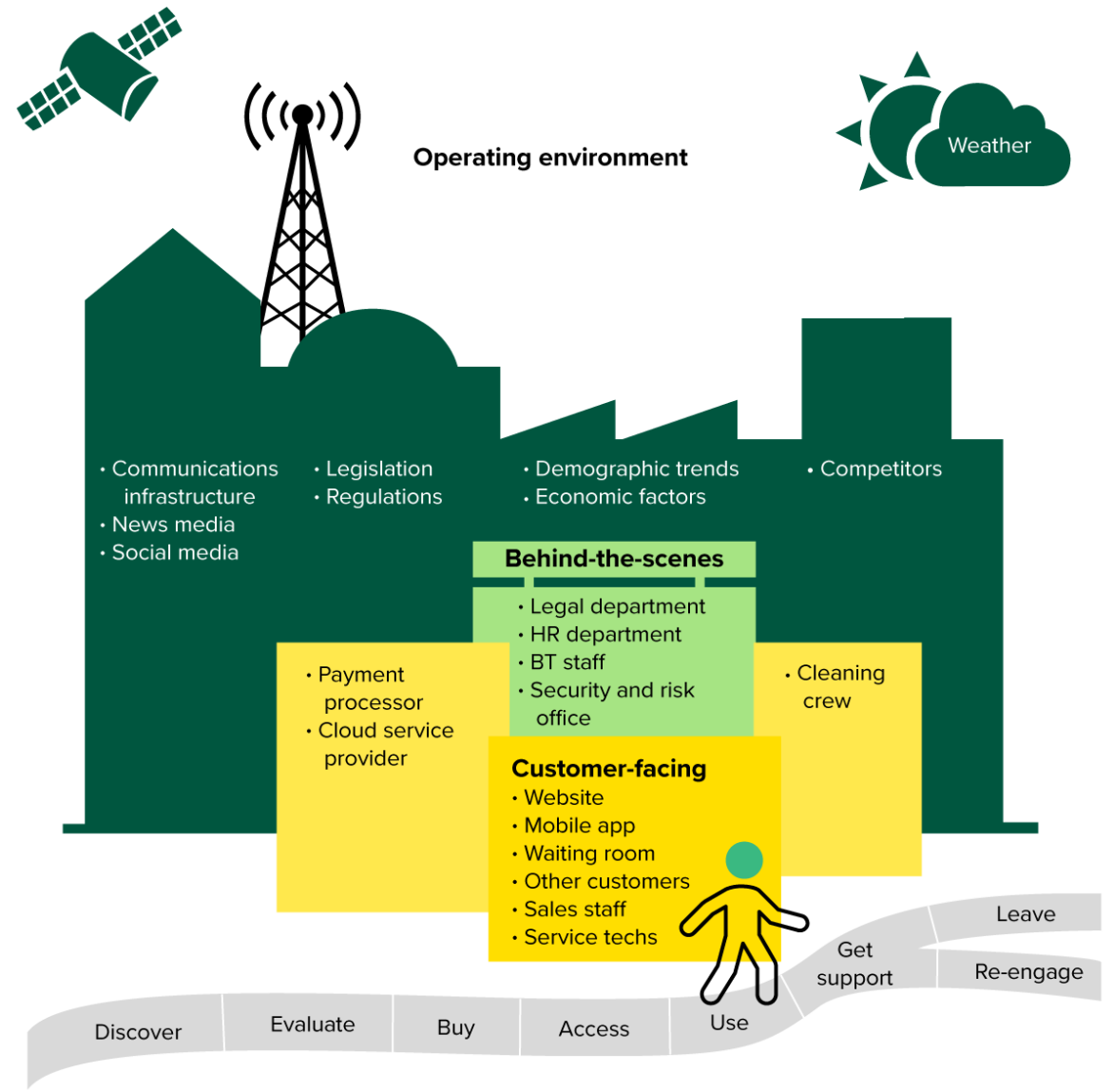
# How to become customer obsessed

# Customer obsessed is a company-wide effort



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Customer obsessed  
is a company-wide  
effort  
Leaders' behaviors  
are the key



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Most customer  
obsession  
transformations  
fail

70%

# Leaders must do five things

- Measure
- Reward
- Model
- Unblock
- Provide

# Leaders must do five things

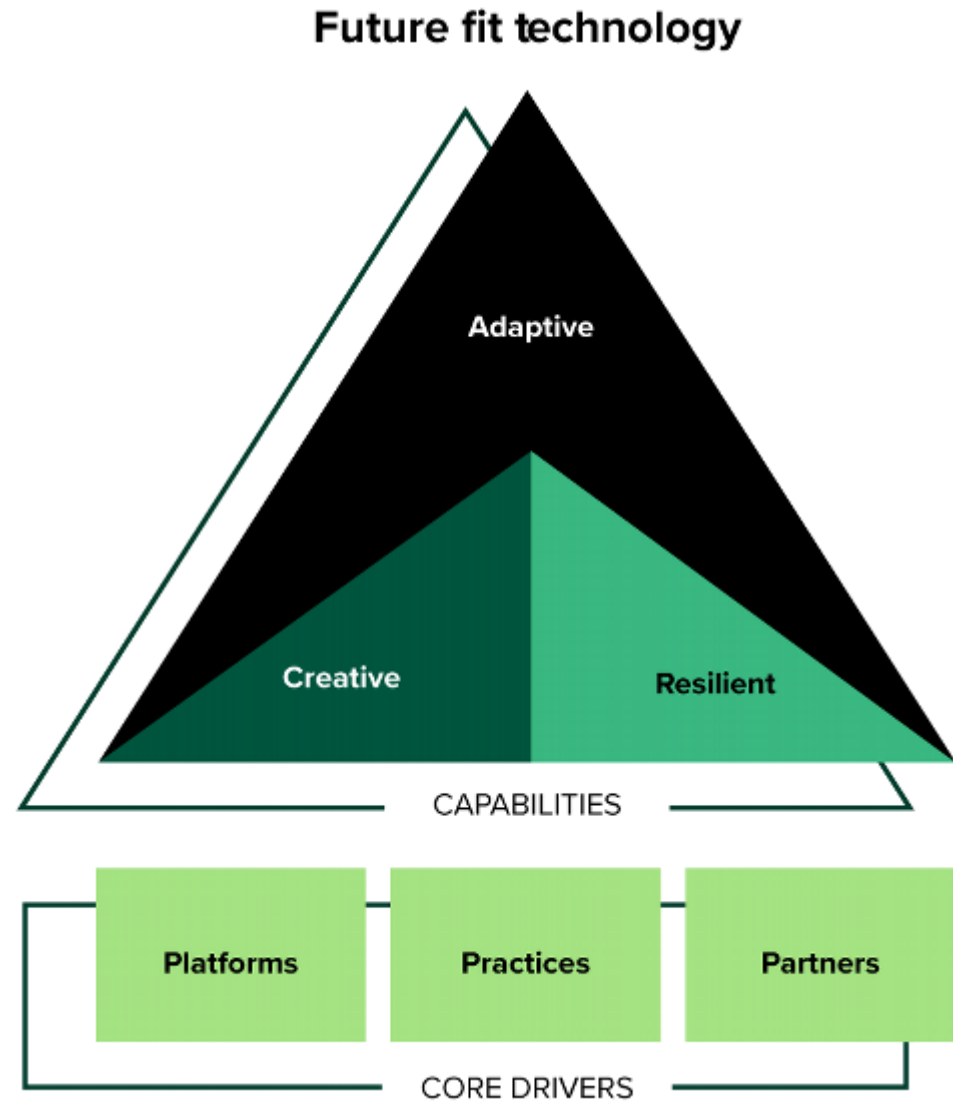
- Measure
- Reward
- Model
- **Unblock**
- **Provide**

Technology plays  
a key role

- **Unblock**
- **Provide**



Tech strategy  
enables the  
company to  
respond to future  
customer needs



Tech tactics ensure  
that employees  
have the tools they  
need to focus on  
customers

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*Examples of key technologies include:*

Customer relationship management

Customer feedback management

Knowledge management

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*Examples of key technologies include:*

Customer relationship management

Customer feedback management

**Knowledge management**

Knowledge  
management helps  
power all four  
principles of  
customer obsession

Customer aware

Customer led

Data rich

Insights driven

Perfect

Fast

Siloed

Connected

Knowledge  
management is key  
to succeeding on  
the top drivers of  
CX quality

“Communicates with me  
using plain language.”

# Knowledge management is key to succeeding on the top drivers of CX quality

“Communicates with me  
using plain language.”

“Resolves my  
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“Customer services  
representatives answer  
all of my questions.”



# Knowledge management is key to succeeding on the top drivers of CX quality

“Communicates with me using plain language.”

**68%**

“Resolves my problems/issues quickly.”

**69%**

“Customer services representatives answer all of my questions.”

**71%**

# Knowledge effects all three dimensions of CX quality



## **EFFECTIVENESS**

The experience delivers value to customers.



## **EASE**

It's not difficult for customers to get value from the experience.



## **EMOTION**

Customers feel good about their experience.

Providing the right  
tech – including  
knowledge  
management – also  
effects EX

“My company provides an  
environment in which I  
can be productive.”

Providing the right  
tech – including  
knowledge  
management – also  
effects EX

“My company provides an environment in which I can be productive.”

“My company is forward-looking and innovative.”

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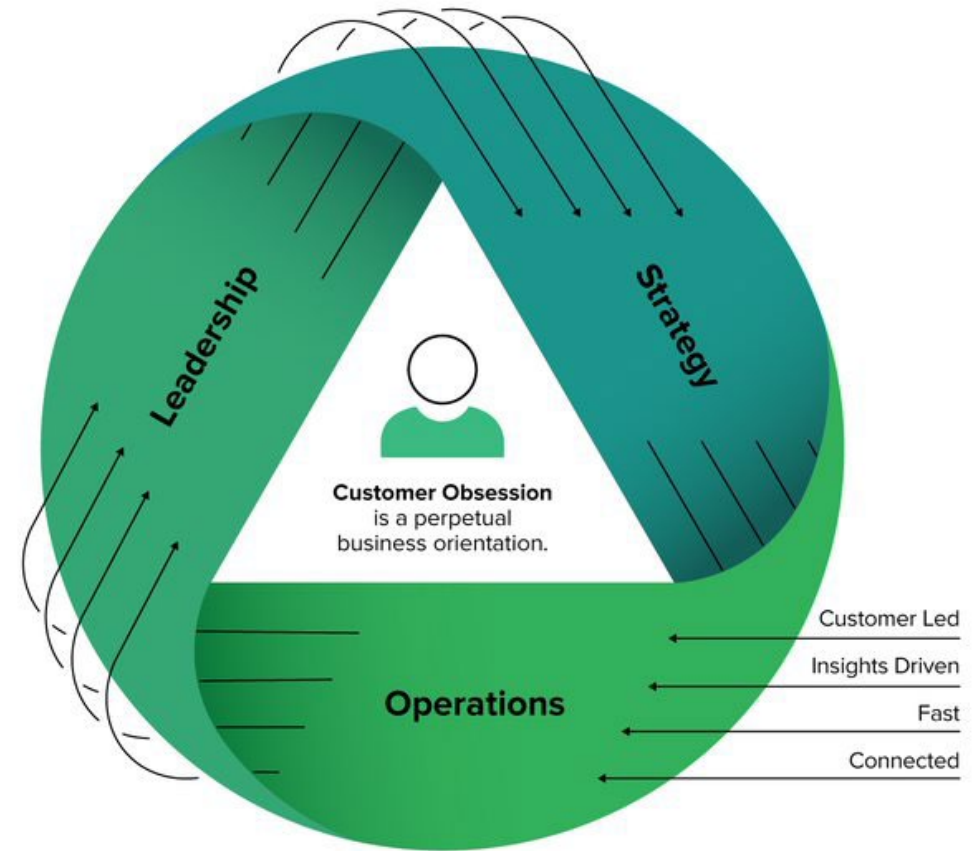
**61%**

“My company is forward-  
looking and innovative.”

**73%**

Customer obsession is great for everyone

# Technology is a microcosm of customer obsession



Customer  
obsession is good  
for everyone





# Thank You.

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