ARGYLE EXECUTIVE FORUM, IN PARTNERSHIP WITH HURON CONSULTING GROUP, SURVEYED 45 SENIOR CUSTOMER EXPERIENCE AND MARKETING EXECUTIVES TO UNDERSTAND KEY CUSTOMER EXPERIENCE MANAGEMENT (CXM) TRENDS THEY ARE SEEING. The survey also explored best practices across five areas of customer lifecycle management, and tested which CXM touchpoints are increasing in importance.
FEWER THAN HALF OF SURVEY RESPONDENTS BELIEVE THEY ARE DERIVING FULL VALUE FROM THEIR CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOLUTION. A SIMILAR MINORITY THINKS THEIR CXM PROCESSES ARE OPTIMIZED TO DELIVER MAXIMUM ROI.

MY ORGANIZATION IS DERIVING THE FULLEST POSSIBLE VALUE FROM OUR CRM SOLUTION

45%

MY ORGANIZATION’S CXM PROCESSES HAVE BEEN OPTIMIZED AND HARMONIZED TO DELIVER MAXIMUM ROI ON OUR CRM INVESTMENT

47%
INCREASING CROSS-SELL/UP-SELL AND LEAD GENERATION ARE SEEN AS THE MOST VALUABLE MEASUREMENTS OF CRM EFFECTIVENESS.

Which common measurements of CRM effectiveness are most valuable to your organization?

- Increased cross-sell/up-sell: 51%
- Increased lead generation: 47%
- Increased contact accuracy: 31%
- Increased sales pipeline accuracy: 31%
- Shorter lead conversion time: 29%

*Source: Huron*
SURVEY RESPONDENTS FEEL THAT THEY ARE DOING AN OKAY JOB OF REACHING AND RETAINING CUSTOMERS, BUT REQUIRE IMPROVEMENT IN THE WAY THEY DEVELOP AND INSPIRE CUSTOMERS.

How well is your organization doing on each of the five core areas of customer lifecycle management listed below (on a scale of 1 to 5, where 1 = Poor and 5 = Outstanding)?

- REACHING CUSTOMERS: 3.57
- ACQUIRING CUSTOMERS: 3.40
- DEVELOPING CUSTOMERS: 3.09
- RETAINING CUSTOMERS: 3.51
- INSPIRING CUSTOMERS: 2.98
RESPONDENTS IDENTIFIED THE SPECIFIC CXM PROCESSES THEY SEE AS NEEDING IMPROVEMENT ACROSS FIVE CORE AREAS OF CUSTOMER LIFECYCLE MANAGEMENT.

Which processes require the most improvement in your organization?

<table>
<thead>
<tr>
<th>Reaching a Customer</th>
<th>Acquiring a Customer</th>
<th>Developing a Customer</th>
<th>Retaining a Customer</th>
<th>Inspiring a Customer</th>
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WEB, SOCIAL MEDIA, MOBILE APPS, SERVICE/SUPPORT, MARKETING/PR, AND RATINGS/REVIEWS ARE THE CXM TOUCHPOINTS SEEN AS BECOMING MORE IMPORTANT BY A MAJORITY OF SURVEY RESPONDENTS.

Which CXM touchpoints are becoming more important in your organization’s sales lifecycle?

- Website quality/ease of use: 80%
- Social media presence: 71%
- “App” quality/ease of use: 62%
- Service and support: 56%
- Marketing/PR outreach: 53%
- Ratings and reviews: 53%
- Point of sale interactions: 47%
- Word of mouth: 43%
- Staff or sales team: 42%
- Online help center: 40%
- Salesperson follow-up (phone or email): 38%
- Advertising: 36%
- Transactional emails: 36%
- Product/service promotions: 32%
- Billing process: 27%
- Store or office environment: 22%
- Telephone help center: 20%
ABOUT HURON CONSULTING GROUP

Huron is a global consultancy that helps our clients drive growth, enhance performance and sustain leadership in the markets they serve. We partner with them to develop strategies and implement solutions that enable the transformative change our clients need to own their future. Learn more at www.huronconsultinggroup.com.

ABOUT ARGYLE EXECUTIVE FORUM

Argyle Executive Forum brings business information and thought leadership to leading professionals from Fortune 1000 companies in North America, Europe, Asia and Australia. Argyle serves a curated membership community of over 2 million business leaders in finance, marketing, data analytics, technology, strategy, customer engagement, human capital, legal, supply chain and security. Clients use our engagement events, marketing services and content solutions to communicate their brand and spotlight their product innovations to our members. Along with our CFO Publishing and Innovation Enterprise divisions, we reach both highly targeted senior executives and broad industry groups.