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THE DIGITAL EXPERIENCE (DX) MATURITY MODEL

How to Assess and Prioritize DX Transformation

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Introduction

Today's customer experience is more than any single touch point – it's about collecting and using data to enhance relationships - delivering value across the entire customer journey.

In the age of empowered customers, the reality is that consumers have more options than ever before - with access to more products and services on numerous channels.

They are also willing to pay more for brands who deliver exceptional customer experiences.

Creating loyal brand advocates is no longer a matter of competing on price or product features alone.

More so than ever before, customer experience is the new currency driving brand loyalty.

Consumers now interact with brands through numerous channels, such as email, customer service departments, social media, in-store visits, etc.

They also know that they are giving much more personal data (mobile app usage, loyalty programs, search history, etc.) and they expect brands to both protect their privacy as well as use this information to deliver value in return.

SO WHAT DO CUSTOMERS REALLY WANT?

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THE REALITY TODAY

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The digital age

In the pre-digital age, creating positive customer experiences was much more straightforward.

When customers enter your store or call your contact center, greet them politely, be helpful, and go out of the way to show "the customer is king."

However, we are now fully immersed in the digital age and consumers are interacting with brands across more channels that before.

Having friendly sales staff is just the tip of the iceberg – today's consumers expect to be understood on multiple and various channels.

They will abandon your brand if they aren't provided with a seamless and personalized experience.

As customers begin to demand a more personalized experience, firms are forced to learn more about customers and integrate this knowledge into the experiences that they have with the products and services.

Tangible Impact
73% of 15,000 people from 12 countries point to customer experience as an important factor in their purchasing decisions.

Human Interaction Matters Now
74% of non-U.S. consumers want more of it in the future. Regardless, the technology supporting human interaction must be seamless and unobtrusive across platforms. (PwC)

Experience Over Advertising
43% of consumers would pay more for greater convenience, 42% would pay more for a friendly, welcoming experience. (PwC)

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WHERE ARE YOU AT?

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Uncover the maturity of your customers' digital experiences across six key areas

A holistic customer journey requires a defined digital experience transformation strategy

But first, what is a DX maturity model?
It is a roadmap to help guide you as you navigate through the six key areas of DX.

It is crucial for DX leaders to master these six areas if they want to mature their DX transformation program. These areas help you to understand what you need to create a successful DX transformation program, whereas the maturity model categorizes the level you're doing them at.

What are the benefits of a maturity model?
Although there are many clear benefits to evolving a digital experience (DX) strategy through the maturity model, the main ones will help you:

– Gain a clear understanding of the essential capabilities required to derive value from your DX strategy

– Leverage an established framework to create internal alignment around the design and execution of your DX strategy's strengths and weaknesses

– Develop a structured approach to identify your strengths and weaknesses

– Create plans for making progress towards your goals

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Figure 1: Digital customer experience (DX) areas

The DX a company delivers to its customers is highly dependent on the maturity of its digital channels in six key areas, assessed from the customer's perspective.

Reachability

Channel Flexibility

Service Convenience

Digital Customer Experience Excellence

Simplicity and Ease of Use

Purchase Convenience

Personalization

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PART THREE:
WHAT TO DO NEXT?

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Four levels to evolving your DX transformation strategy through the maturity model

GROUND ZERO - INVESTIGATE

Firms don't become 100% customer-centric overnight; they start off with small steps — usually not even accepting that DX transformation is even needed in the organization. At this stage your company is not focused on DX as a strategic opportunity. They don't understand what customer DX is or what it could mean for the organization.

Key Observations
You'll know that you're at stage 0 in the process because the organization does not view DX as a differentiator, but may still invest in what they call 'customer service' or 'relationship management.'

How to Advance
Find your low-hanging fruit and quick wins first. Have you deployed surveys? Investigate the customer insights that you've already collected. Did your employees give feedback

about how current processes are stopping them from helping customers?

Now is the time to try to improve on those processes. Present a case to senior execs to get the support needed to start making things happen, and the buy-in to acquire resources.

LEVEL ONE - INITIATE

At this level, leaders start to see the value of DX in the organization. They'll start to explore the benefits of Digital Experience Platforms (DXPs) and launch small, isolated DX transformation activities.

Key Observations
Execs will start to engage in DX transformation and want to learn about it. You may find that they begin to create an ad-hoc group tasked to better understand what the organization needs to focus on to improve its DX.

How to Advance
Those who are now on board should try to build a wider understanding

and cross-functional support of DX transformation strategy.

Leverage any small wins you've achieved up until now so you can begin to bring in more and more leaders on board.

LEVEL TWO - MOBILIZE

At this level, executives now view DX transformation as a strategic priority.

Key Observations
You'll know when you're at this level when senior execs talk about DX transformation and its value to the company. There's now a full-time DX staff who collects and distributes insights to drive experience moments.

However, although they're managing pain points at this level, they still aren't going after the fundamental or systemic problems that are the ultimate cause of these bad experiences.

How to Advance
Engage employees across the organization in understanding and demonstrating good DX transformation behaviors. The DX

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team needs to work across functions to drive action and improve customer pain points.

LEVEL THREE - SCALE

This is where DX transformation efforts start to move from just being about finding and fixing those isolated interactions, to redesigning and rethinking broader cross-functional operations and company culture.

Key Observations
At this level, you'll find that the C-suite is visibly engaged and mandating changes. The DX team has cross-functional governance in place.

It also actively uses DX transformation metrics to measure progress in raising customer loyalty and the impact on the business. You'll also find that the firm will be investing in engaging the entire workforce in DX transformation and even maybe integrating DX into HR processes.

How to Advance
To move to the final level of the DX maturity model, firms must

consistently use metrics and insights to improve DX and track the impact of DX transformation efforts. They must deeply integrate DX into HR processes to reinforce excellent DX transformation behaviors.

LEVEL FOUR - EMBED

At the highest level of your DX transformation program, DX skills are engrained across the entire organization. DX is now the basis for the organization's ongoing differentiation.

Key Observations
At this level, the entire organization is aligned to the value of DX metrics as part of executive scorecards. Impact on DX is a required criteria in project funding and budget requests. At this level in the model, no one in the firm should be saying 'DX transformation is not my job'.

How to Advance
But now is not the time to take your foot off the gas because your DX strategy must enable the organization to continuously listen, propagate

insights, and rapidly adapt to the needs and expectations of your customers.

It's a continuous journey, not a single destination, but the rewards will be worth it.

When it comes to DX, what are your firm's strengths and weaknesses? More importantly, what does this mean in the larger context?

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Legend:
- Reachability
- Service Convenience
- Purchase Convenience
- Personalization
- Simplicity and Ease of Use
- Channel Flexibility

Y-axis: Strategic Value of DX
X-axis: DX Maturity Levels

LEVEL 1: AVAILABLE	LEVEL 2: CARING	LEVEL 3: ENGAGING	LEVEL 4: DRIVING
			Driving Channel Preferences
		Adapted to Preferred Channel	Proactive Customer Service
	Advanced Digital Channels	End-to-End Customer Service	Proactive Sales
Basic Digital Channels	Reactive Online Service	Consultative Sales	Individual Level Personalization
Offline Service	Reactive Online Sales	Segment Based Personalization	"Humanified" Design Matching Lifestyle
Offline Sales	Manual Setting Customization	Highly Intuitive Design	Seamless Cross Channel Journeys
None	User-Friendly Design	Digital > Convenient Than Other Channels	
Non-User Friendly Design	Digital as Alternative Channel		
Digital to Complement Other Channels			

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PART FOUR:
WHY DXMA?

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Why the digital experience maturity assessment?

In times past, many followed a Customer Relationship Management (CRM) approach, but in this fast-paced, technology-centric world, this type of reactive approach to customer experience may not provide the results you're hoping to achieve.

Instead, a proactive approach would be to use a Digital Experience Maturity Assessment (DXMA) as a framework for understanding the current state of your customer experience and setting goals for how to improve.

Understanding The Areas Within The Customer Experience Maturity Assessment

The Customer Experience Maturity Assessment eliminates the guesswork and gives companies a clear view of where they excel and areas where they need improvement. It works by breaking down the customer experience into six areas every company should improve. It's a systematic framework that you can use to gain into the broader aspects of what impacts a customer's experience.

As mentioned above, the DXMA framework is broken down into six key areas:

1. Reachability
2. Personalization
3. Channel Flexibility
4. Service Convenience
5. Purchase Convenience
6. Simplicity and Ease of Use

Each of these areas of practice is broken down even further into statements and scores that help contextualize and score your overall customer digital experience maturity.

Need an actionable framework that gives you direction on how to both measure and evolve your customer experience programs?

Figure 3: DX Maturity Assessment

Example of assessing maturity across the six key DX areas.

Legend:
- Good
- Moderate
- Poor
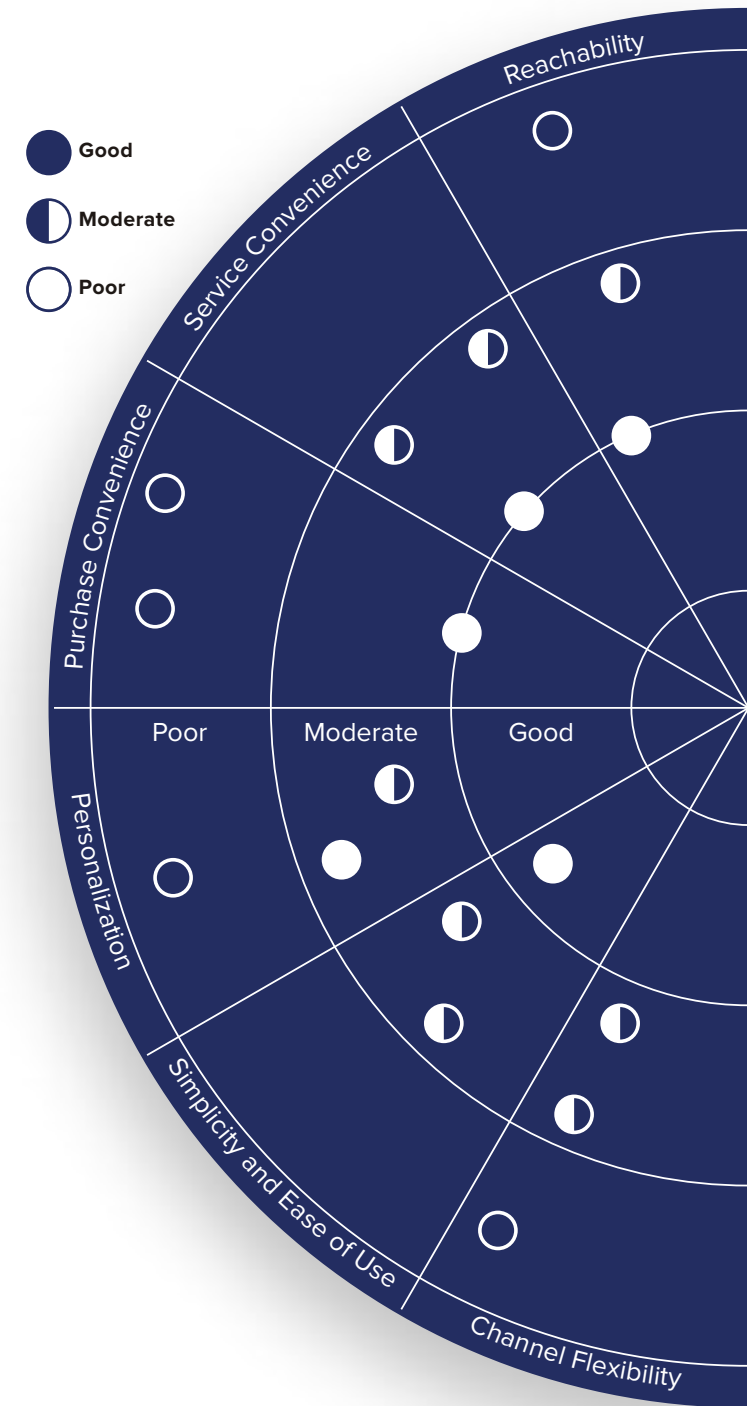
ARE YOU MISSING OUT?

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Intentional and strategic user experience has the potential to raise conversion rates by as much as 400% (Forbes)

Sixty-one percent of users are unlikely to return to a mobile site they had trouble accessing, and 40% end up visiting a competitor's site instead. (McKinsey & Co.)

For a DX transformation strategy to be successful, data collection systems and channels through which consumers interact with a brand must be integrated and in sync.

Providing a consistent customer experience is rooted in data – brands must know their customers across channels to provide consistent experiences.

However, with the massive amounts of data being created in today's digital ecosystem, brands are finding it difficult to collect and integrate data quickly enough in order to act.

So what exactly do consumers consider to be a successful and individualized experience? We live in an experience economy. The winners and losers of the future will be determined by the experiences they provide.

With the right insights, delivered real-time, you can deliver great customer experiences while simultaneously seeking out and eradicating poor experiences.
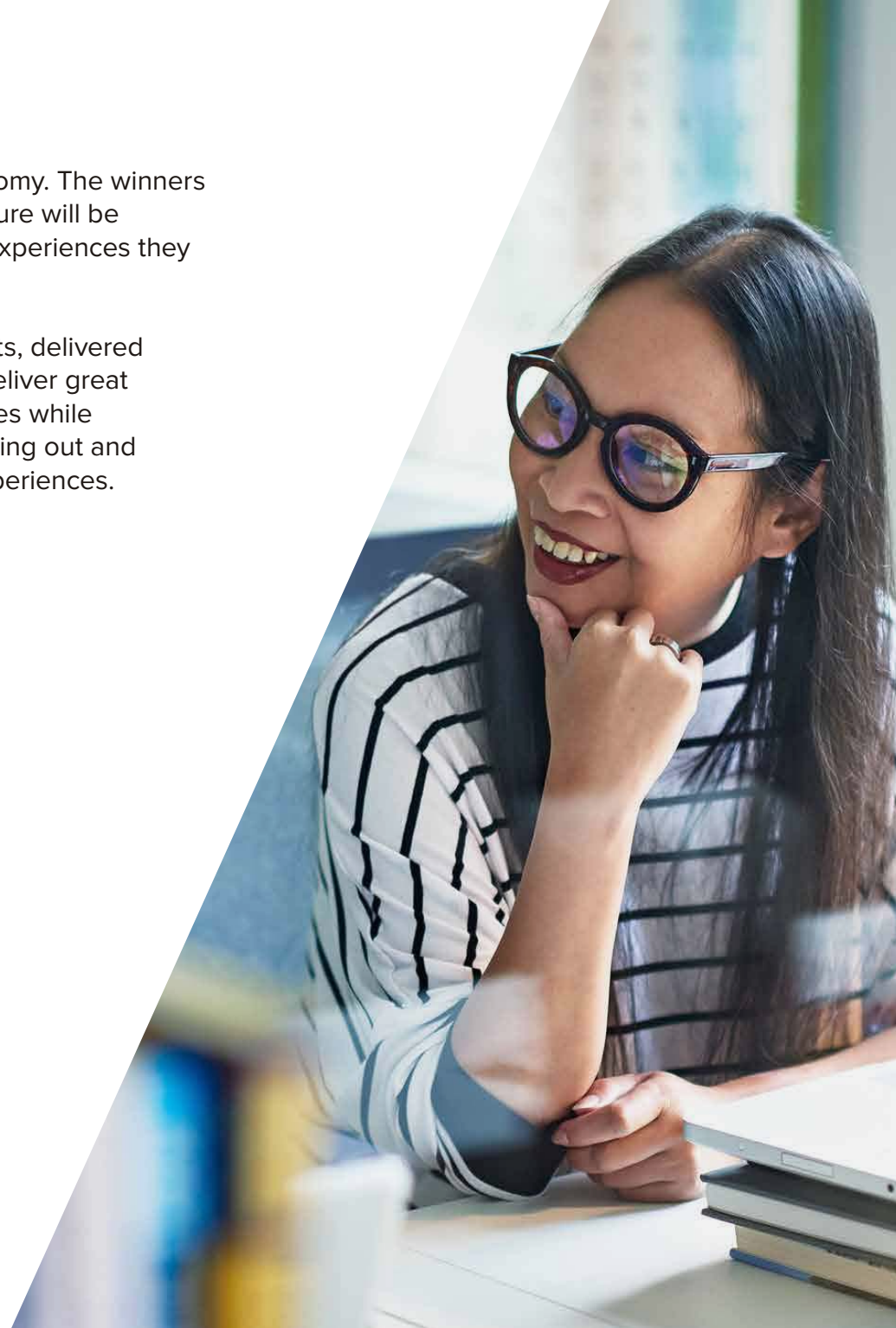
The rise of the digital experience platform (DXP) to drive connected customer experiences

Successful DX transformation strategies rely on establishing a 360-degree, holistic customer view in order to deliver the most relevant messages and best customer experiences.

With more digital channels and devices where consumers interact with brands, there is certainly no shortage of data.

Insufficient data analysis, poor integration capabilities and the ability to access the right customer data are often cited as major barriers to developing a cohesive customer view.

DXPs are still an emerging category, and vendors have built in different capabilities into their platforms.

At their core, some DXPs offer a way to integrate data, platforms and systems into a better consumer experience.

Beyond this, only one digital experience platform offers a way to manage complex customer experiences through multiple journey management - an open source DXP.

Some platforms only offer proprietary capabilities and rigid integration processes in order to maximize the reliance on them as providers.

A truly open DXP should and can do it all
Acquia offers unlimited capabilities in addition to the ability to integrate a broad range of third party data sets directly into any system for deeper customer insights and more personalized customer experiences.

Brands can no longer compete based solely on the quality of their products and services
Customer experiences are quickly outweighing the "best value for the buck" mentality. Consumers are willing to pay more for positive experiences, and for those companies who are delivering, research shows they typically grow at double the rate of their competitors.

And when you don't deliver, you can lose your competitive edge very quickly.

Acquia brings together the most advanced experience management platform with the largest ecosystem of experts to help brands deliver exceptional customer experiences and drive real, quantifiable business outcomes that matter.

PART SIX:
ENTER ACQUIA

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Benefits of Acquia's open digital experience platform

So, what makes us uniquely qualified to create a versatile, open digital experience platform?

Acquia's Open DXP is built on Drupal by the largest contributor to the Drupal project.

Open DXP gives ambitious brands the power to create, develop, personalize and manage digital experiences throughout the customer lifecycle and across the customer journey.

The Acquia Open DXP allows you to pick and choose the best tools and technologies for your use cases and assemble those into a single, cohesive platform for digital execution.

DRUPAL CLOUD
Build, design, and run sites and applications

CLOUD   COHESION   SITE FACTORY   EDGE

LIGHTNING   DEVELOPER STUDIO   CONTENT HUB

MARKETING CLOUD
Understand, personalize, and engage with customers on any channel

LIFT   AGILONE   MAUTIC

MAESTRO   DAM

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## Unconvinced? Here are just some of our many success stories:

Lululemon
Using Acquia's customer data platform (CDP) to orchestrate cross-channel experiences that are individually relevant and seamless, lululemon increased site visits by up to 50%, increased attendance to local events by 25% and achieved a 10-15% increase in baseline revenue from its digital marketing campaigns.
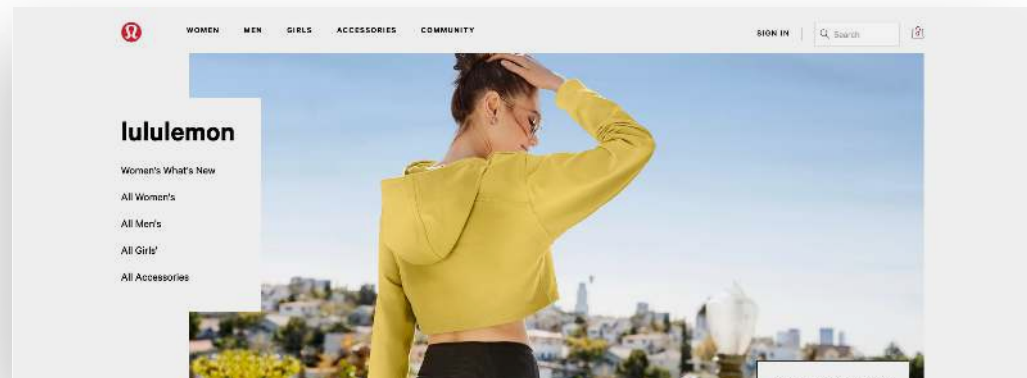
nDash
nDash integrated Acquia's open source marketing automation software into their homegrown platform to create an agile custom marketing automation capability, resulting in 100+ new pricing requests and achieving 40% monthly rate of growth for its writers and brands.
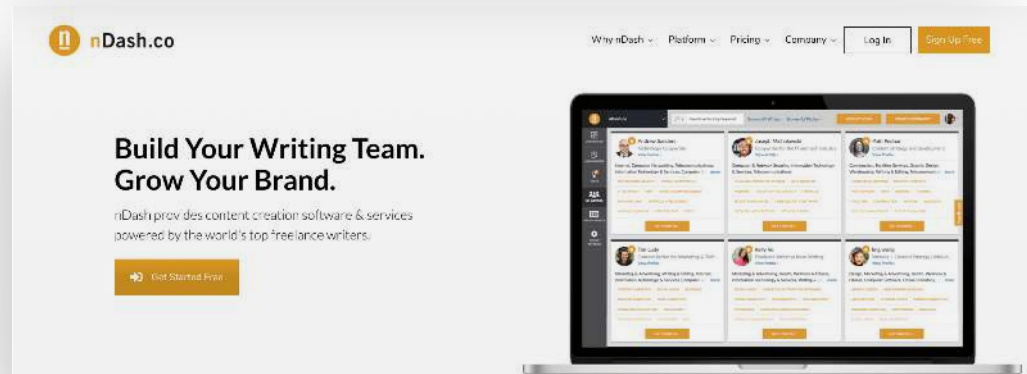
Wendy's
VMLY&R helped Wendy's replatform on Drupal with Acquia Cloud in 88 days. Within 30 days of the new wendys.com going live, they had Acquia Lift configured and ready to serve personalized content to their visitors. After 18 months, Wendy's saw $35M lift in sales, $2M gained in efficiencies, 140x reduction in content lead times, 137% improvement in site speed and 20% YoY growth in organic users.

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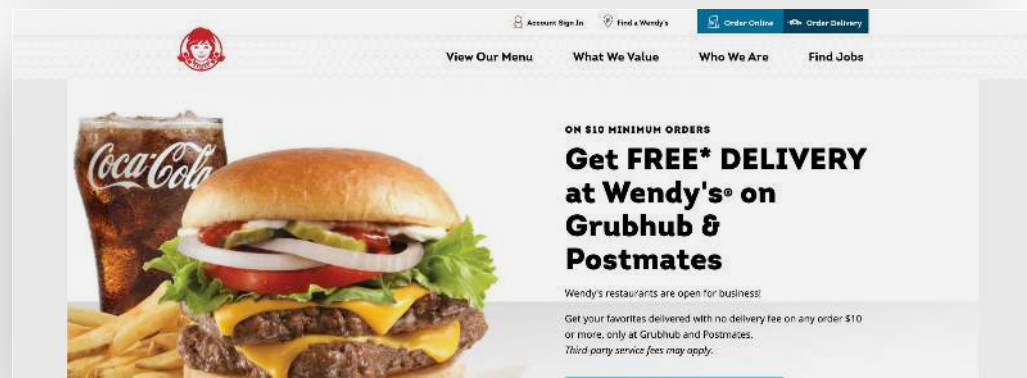
Conclusion: so how mature is your company's digital experience?

If you've worked all the way through this eBook, then you likely have a better view of just where your company stands in the Digital Experience Maturity Model. In most cases, companies that work through this model often find there are areas that need some development and planning for execution.

If that's the case with your company, take heart knowing that designing a better customer experience is possible. With the effort and focus of the company in designing your customer experience vision and delivering that vision as a company, moving closer to a better experience and gaining a competitive edge is very possible.

DESIGNING A BETTER CUSTOMER EXPERIENCE IS POSSIBLE

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ABOUT ACQUIA

Acquia is the open digital experience platform for Drupal. We provide the world's most ambitious brands with technology that allows them to embrace innovation and create customer moments that matter. At Acquia, we believe in the power of community — giving our customers the freedom to build tomorrow on their terms.

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