

How does your industry measure up on **delivering CX?**





How customers feel about their interactions with organisations is often the difference between them coming back or not.

Giving them a positive experience every time is vital, not only to the bottom line but to keeping your reputation and retaining your customers.

But how much do we really know about where we're delighting customers and where we may be falling short – and how does your industry compare to others?

At Capita, we're passionate about delivering gold standard customer experiences (CX), which is why we were so keen to explore and test the thinking behind what's driving excellent customer experience in today's ever-evolving market, a market which has been turned on its head after the turmoil of the last two years.

In particular, as a leading CX provider for over 40 years, we wanted to get under the skin of customers in financial services, utilities and telecoms, to understand what end-users really want from their service providers and whether we – and other organisations – are focusing our resources on the areas and outcomes that they consider to be most important.

Working closely with Ipsos Mori, we have created the CX Index, a standardised benchmark which can be used to measure how well industries and organisations are meeting today's fundamentals of CX.

The Index pulls together insightful research from a range of sources to explain clearly and concisely what we all need to think about, and where we need to improve to deliver those customer experiences that are memorable – for the right reasons.

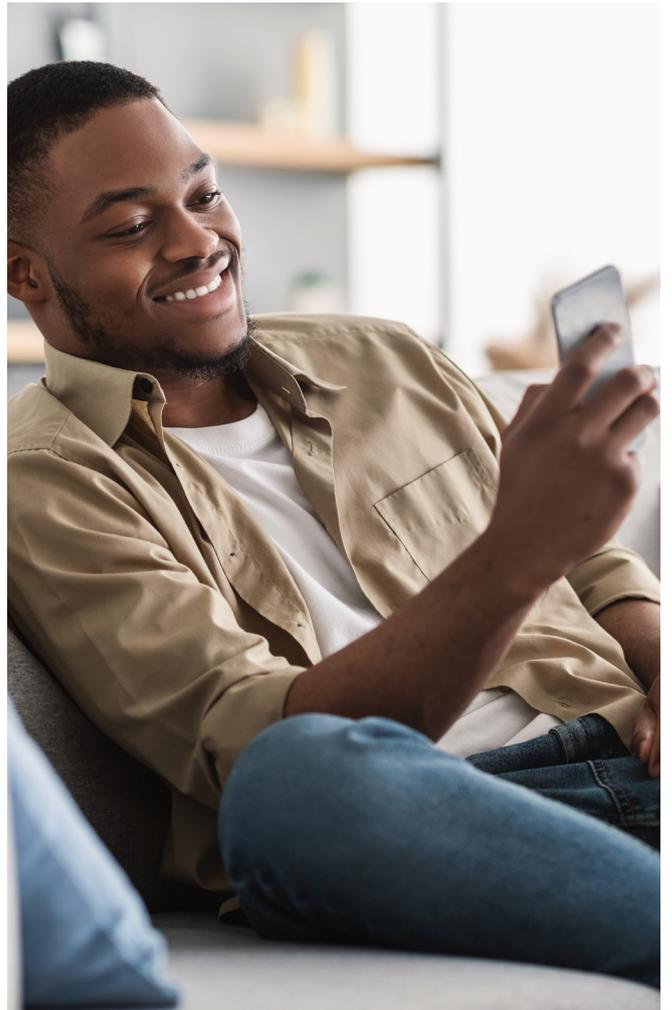
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How can you create real emotional attachment?

In general, to improve emotional attachment with customers, organisations should focus efforts to ensure that customers feel valued and to demonstrate they have their best interests in mind.

These are the top drivers of emotional attachment and make up the primary focus area for the CX Index, and will also help to meet customer expectations around empathy.

Our research shows that organisations are already performing strongly at treating customers fairly and demonstrating that they can resolve issues. But to go the extra mile and really deepen the emotional attachment, there are two other areas on which they should focus in particular.



One of these is providing **personalised solutions**, which reported a low overall performance in our research. The other is providing a **seamless experience**; customer expectation in this area is high and it is an area which organisations are addressing but there there is an opportunity to improve this measure. Delivering in both of these areas is fundamental to keeping end-users happy and building brand loyalty.

Organisations should ensure customers feel valued and demonstrate they have their best interests in mind.



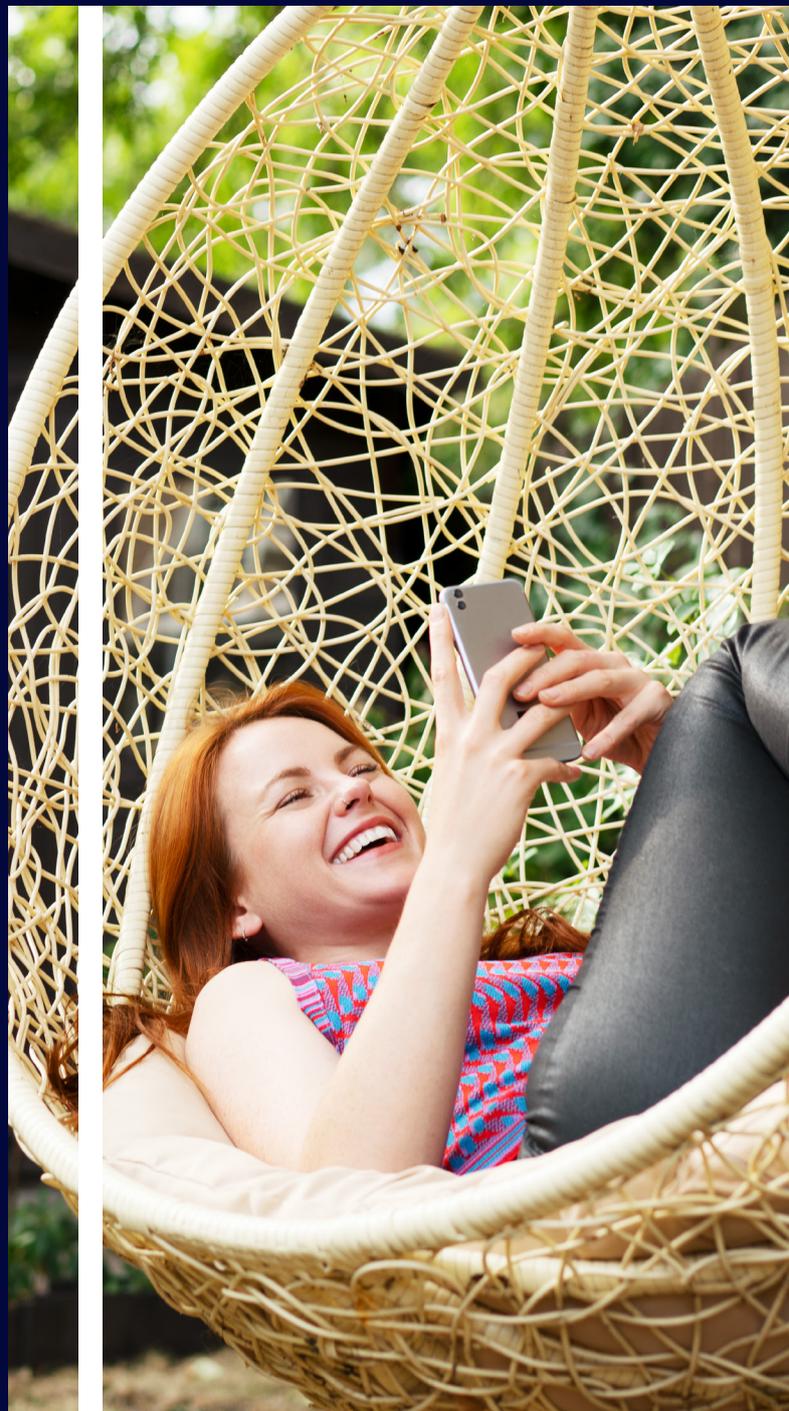
How can emotional attachment be made in each industry?

Looking across each of Capita's key client industries, there are different areas of focus needed to ensure that deeper customer connections are built.

In utilities, focus should be placed on fair treatment to meet customers' expectations of ease and providing great solutions to deliver empathetic interactions. Utilities providers are currently the weakest industry at delivering on ease and empathy – currently scoring just 27% and 14% on each pillar respectively.

Financial services providers perform the strongest for both of the two pillars, with a score of 33% on delivering on Ease and 20% on Empathy. For them to improve even further, they should focus on providing confidence that their organisations can resolve customers' issues and deliver on their expectations for ease. And to ensure customers feel they've been treated with empathy, financial services providers should work to make them feel valued.

Finally, for telecoms providers also scoring 33% on delivering Ease and 20% on Empathy, the key to building greater emotional attachment and loyalty will be to treat customer as individuals by better understanding their needs. Telecoms providers must also work harder to ensure that they're providing a seamless experience.



How did we define the CX ease and empathy pillars?

Our research and analysis examined and interrogated key themes and hot topics in customer experience.

Building on the hypotheses created in the early stages of the research and validated by the consumer research, the result is the structure of the CX framework, which comprises the above mentioned two core pillars of customer experience: **ease and empathy.**

These are joined by three transversals, additional elements that underpin the core pillars in delivering exceptional end-to-end experiences.

This is a standardised benchmark that can be used to measure performance on the fundamentals of CX, and it is supported by confirmatory factor analysis and key drivers analysis.

Defining the key pillars of CX

EMPATHY

Meeting emotional needs

Emotional needs matter as much as functional

EASE

Removing friction

Remove friction, and make it easy to interact



Authenticity

Doing what you say you will do.



Adding value

Value means being agile and adaptive



End-to-end experiences

Experiences matter, they must be end-to-end

EMPATHY

Meeting emotional needs

- Ensure you have consumers best interests in mind.

- Make consumers feel valued

- Provide personalised solutions

EASE

Removing friction

- Treat customers fairly

- Give customers confidence you can resolve their issues

- Provide a seamless experience



Authenticity



Adding value



End-to-end experiences

How can organisations decide on priority areas for improvement?

When defining where to focus their efforts to improve customer experience, organisations should measure performance on the six attributes relating to the two pillars, as defined under ‘Defining the key pillars of CX’.

This will enable them to focus on areas that can best help to improve emotional connection and customer retention.

The quantitative research demonstrates a benchmark for performance on these key areas. Key drivers analysis has defined four areas: areas to improve, areas to extend performance, areas to observe and areas to maintain performance.

Each area has a set of supporting statements that can be measured using Ipsos Mori’s deep analytical tools to produce the overall scores.



Areas to improve

- They make me feel valued
- I feel like they have my best interests in mind



Areas to extend

- They treat me fairly
- I feel confident they can resolve my issues



Areas to observe

- They provide personalised solutions



Areas to maintain

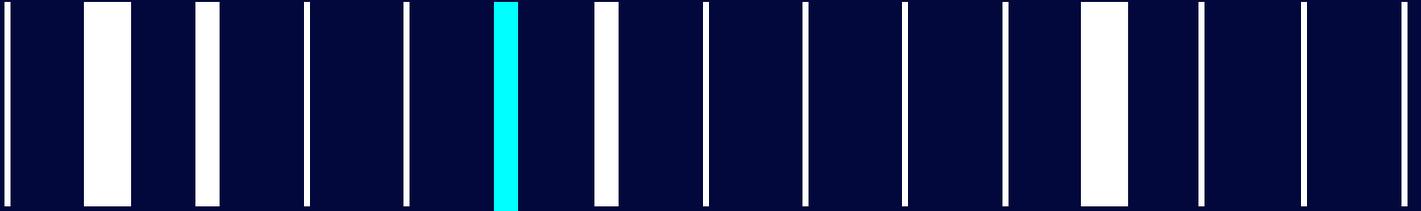
- They provide a seamless experience for me

Find out more

Discover how you can start to use the Capita CX Index to benchmark CX performance for your customers. Our sector insights will demonstrate how to improve CX challenges faced in your industry.

The full report is available for download [here](#).





For more information,
[contact our team](#)

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