Everest Group®

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The AI Advantage in Retail

Creating End-to-End Customer-Centric Ecosystems

Contents

Introduction

The retail industry is transforming significantly. Customers today expect experiences that are effortless, personalised, and emotionally resonant – whether browsing online, engaging in-store, or seeking post-purchase support. Experience has become the new battleground as price and product are no longer key differentiators. Yet many retailers continue to operate in silos, resulting in inconsistent service and fragmented journeys. These inconsistencies not only frustrate customers but also erode trust, reduce loyalty, and limit the ability to unlock the full value of customer insights.

Retailers often organise around product categories, store formats, or sales channels – structures that may work efficiently internally but fail to reflect how customers actually navigate their journeys. For example, a customer might receive tailored promotions online but face poor in-store support, or experience disjointed service when moving between mobile apps, customer support, and returns. This is where an end-to-end Customer Experience (CX) strategy becomes essential.

To thrive in this high-expectation environment, retailers must adopt a holistic, end-to-end CX strategy that connects the dots across the customer life cycle – from acquisition to service. Such a strategy should leverage data and technology intelligently, turning every interaction into an opportunity to build trust and create value.

The focus must shift from channels or products to the customer journey as the core of decision-making. This requires connecting every customer-facing function – sales, marketing, commerce, fulfillment, and service – into a cohesive operating model. Achieving this goes beyond surface-level coordination; it demands integrated technology stacks, unified data platforms, and journey-centric design thinking that ensures context follows the customer across every interaction.

Leading retailers are investing in omnichannel platforms, intelligent automation, and real-time analytics to reimagine CX. These organisations view experience not as a support function but as a strategic growth lever. A comprehensive, integrated end-to-end Customer Experience Management (CXM) strategy improves conversion, retention, and customer lifetime value while also strengthening operational agility and future-readiness.

This Viewpoint presents a forward-looking blueprint for retail organisations aiming to deliver integrated, end-to-end CX. It explores:

- An effective AI-enabled CXM framework
- Key challenges in shifting to an end-to-end CX design
- Providers' strategic role in accelerating CX transformation
- Key considerations and capabilities for selecting the right partner
- Measurable business outcomes and CX performance metrics
- CXM as a long-term competitive advantage for retailers

Building an effective AI-enabled CXM framework

Delivering differentiated CX in the retail industry requires a comprehensive approach that combines cutting-edge technologies with human-centric design and workforce capabilities. AI has become central to this approach, embedding intelligence, scalability, and personalisation into every component. A robust, retail-focused CXM strategy rests on four key tenets:

1

Map the end-to-end retail customer journey

Effective CX transformation begins with comprehensive journey mapping that spans the full life cycle – from initial product discovery to purchase, post-purchase support, and loyalty engagement. Unlike linear models, retailers must design journeys as interconnected and omnichannel, incorporating browsing, in-store visits, checkout, delivery, returns, and post-sale interactions.

This shift reorients priorities from operational efficiency to customer outcomes. Journey mapping highlights friction points, such as complex return processes, checkout bottlenecks, or inconsistent online-to-offline transitions, while also identifying opportunities for proactive service, digital self-service, and targeted personalisation.

Advanced journey mapping also requires segment-level distinctions across diverse personas (for example, bargain hunters versus luxury shoppers, digital-only versus omnichannel customers). AI plays a vital role by analysing purchase behaviors, digital interactions, social sentiment, and in-store experiences, enabling pattern recognition, churn prediction, and real-time updates as consumer behaviors evolve.

2

Deliver seamless omnichannel engagement

Retail customers frequently move between apps, websites, social media platforms, service centers, and offline stores. Delivering a consistent experience requires stitching these touchpoints together into a single, uninterrupted journey where context is preserved at every transition.

For example, a customer researching products on an app should be able to continue the interaction with an in-store associate without having to go back to square one. Achieving this requires integrated customer profiles that consolidate insights from digital interactions, loyalty programs, and purchase histories.

AI-driven platforms interpret customer intent, personalise experiences in retail, and ensure seamless experience across all channels. Retailers are also investing in integrated back-end systems and standardised customer interfaces to maintain consistency in branding, messaging, and responsiveness. Gen AI-powered assistants further enrich engagement by automating routine inquiries while delivering authentic, empathetic interactions.

3

Personalisation at scale

In retail, personalisation must extend beyond marketing promotions to permeate every stage of the customer journey.

Enterprises leverage Customer Data Platforms (CDPs) and Customer Relationship Management (CRM) systems to create 360-degree customer profiles. Marketing teams use these for targeted offers aligned with browsing and purchase histories. Sales associates access real-time insights to recommend relevant products, while service teams tailor resolutions to customer preferences and past interactions.

AI amplifies this personalisation through predictive analytics, recommendation engines, and next-best-action models, ensuring interactions are timely, contextual, and relevant. The differentiator lies in orchestrating these insights cohesively across channels.

For example, a customer who frequently buys sports apparel online might receive personalised digital promotions, in-store recommendations for related gear, and loyalty offers during service interactions – each reinforcing the customer's relationship with the brand.

4

Build agile, cross-functional CX governance

Sustaining effective CXM requires agile governance structures that cut across traditional departmental silos. Many retailers establish cross-functional CX teams or Centers of Excellence (CoEs) with representation from sales, digital marketing, store operations, IT, merchandising, supply chain, and customer service.

Agile governance emphasises iterative experimentation, pilot testing, and rapid feedback loops. AI-powered analytics platforms provide real-time dashboards, predictive insights, and performance metrics, helping teams identify deviations quickly and take corrective action.

Strong executive sponsorship, often led by a Chief Customer Officer, ensures CX remains central to enterprise priorities. By aligning leadership with frontline initiatives, retailers foster shared accountability, accelerate innovation, and scale successful practices. This approach sustains continuous improvement and enables retailers to rapidly scale successful innovations or pivot quickly in response to evolving consumer needs.

Technology architecture and operating model

A modern technology architecture and operating model, as depicted in Exhibit 1, underpins the principles of scalable personalisation, real-time responsiveness, and sustained CX innovation.

Exhibit 1: Integrated CX technology architecture

Source: Everest Group (2025)

At the core of an integrated CXM framework is an end-to-end data and integration layer that connects all customer touchpoints. Retailers are investing in robust CDPs and analytics hubs that consolidate information from e-commerce platforms, Point-of-Sale (PoS) systems, inventory management, loyalty programs, CRM tools, digital marketing channels, and external third-party sources. This unified data layer enables real-time insights and a 360-degree customer view – the foundation for journey orchestration and personalisation.

Above this sits the omnichannel engagement layer, which integrates customer-facing touchpoints such as contact center platforms, PoS, mobile apps, and social media. This layer ensures that every interaction is visible, traceable, and consistent across channels.

The orchestration and automation layer, powered by AI, manages workflows such as routing, knowledge management, and process automation. For instance, if a customer initiates a return request online, this layer can automatically validate eligibility, generate shipping labels, trigger inventory updates, and notify the customer about refund status – without manual intervention.

Finally, user-facing applications for marketing, sales, support, and field service plug into this ecosystem, all drawing on shared customer data and workflows. This modular design allows enterprises to evolve the stack incrementally without disrupting ongoing operations.

Enabling seamless integration

A key success factor in retail CX transformation is the seamless integration of disparate systems and data sources. New CX tools must connect smoothly with legacy platforms such as e-commerce engines, inventory systems, PoS, and supply chain solutions. API-first architectures and robust middleware solutions enable this, ensuring efficient communication between modern customer-facing applications and diverse back-end systems. Effective integration enhances data flow, reduces operational friction, and ensures consistent, real-time customer experiences across retail touchpoints.

Cloud-based CX platforms offer scalability and rapid innovation, but they must be integrated securely with on-premises data where necessary. Striking the right balance between modernisation and legacy systems remains one of the most complex challenges in CX transformation. It requires careful IT planning and, often, collaboration with service integrators to create a scalable, interoperable CX infrastructure that meets today's needs while evolving for the future.

Technology alone cannot deliver transformative CX. The human side of the framework is just as vital. In a tech-enabled CX model, employees, particularly frontline staff, take on a more strategic role. By automating routine tasks and equipping employees with intelligent tools, organisations enable staff to focus on high-value interactions requiring empathy, complex problem-solving, and relationship-building.

This is where the human-in-the-loop model becomes essential. AI should support, not replace, frontline employees. For example, AI co-pilots can suggest next-best actions, agent-assist tools can surface contextual insights in real time, or chatbots can escalate seamlessly to humans when empathy or judgment is needed.

Equally important is the Employee Experience (EX). Empowered staff, equipped with real-time data, training, and authority, are vital to delivering effective CX. Continuous training, enablement, and empowerment programs ensure employees can leverage advanced tools while bringing empathy and creativity that technology cannot replicate.

In practice, advanced analytics and AI provide predictive insights, instant knowledge retrieval, and automation at scale, while engaged employees deliver human warmth and trust at critical touchpoints. Together, this synergy enables retailers to deliver scalable personalisation, ensuring millions of customers benefit from the speed and context of automation along with the empathy and nuance of human support where it matters most.

Challenges in retail CX transformation

Implementing an end-to-end, AI-enabled CXM ecosystem in retail organisations presents significant complexities. Retail leaders must overcome several barriers that can hinder CX transformation.

Exhibit 2 outlines key challenges retailers face during their CX transformative journeys.

Exhibit 2: CX transformation challenges in retail

Source: Everest Group (2025)

Fragmented customer data and inconsistent insights

Retailers struggle with integrating and cleaning customer data scattered across e-commerce, loyalty programs, in-store transactions, and digital campaigns. Personalisation efforts become disjointed without a consolidated data foundation, weakening customer relationships. Hence, creating an end-to-end data ecosystem is essential for enabling personalised customer journeys and seamless experiences.

Omnichannel integration complexities

Providing consistent customer experiences across physical stores, online channels, mobile apps, and social media platforms is challenging. Retailers face difficulties with disconnected systems, inconsistent messaging, and fragmented customer interactions. Integrating these channels through end-to-end CX architecture reduces customer confusion, improves brand loyalty, and boosts sales growth.

CX governance and cross-functional misalignment

Without structured governance frameworks, aligning merchandising, marketing, sales, and customer support functions around shared CX objectives becomes difficult. Lack of coordinated efforts, unclear accountability, and misaligned KPIs can impede strategic CX initiatives and fragment the customer experience. Retailers must implement clear governance structures and shared performance metrics for cohesive execution.

Seasonal peaks and demand fluctuations

Retailers must swiftly scale resources and technologies to manage high-demand periods, such as holidays, sales promotions, and new product launches. Lacking agility can degrade service quality, frustrate customers, and harm brand reputation. Establishing flexible operational frameworks and adaptive workforce management ensures consistent performance and customer satisfaction during these periods.

Lack of real-time inventory visibility and fulfillment inefficiencies

Retailers face substantial logistical roadblocks in maintaining accurate, real-time inventory visibility across locations and sales channels. Evolving customer expectations require robust inventory management and optimised fulfillment processes. Inadequate visibility leads to stockouts, lost sales, dissatisfied customers, and revenue erosion.

Talent gaps and organisational

Retailers lack the internal expertise and digital capabilities to drive effective CX transformation. Reskilling employees and attracting specialised talent is essential. Resistance to change, unclear communication, or insufficient executive sponsorship can hinder the adoption of new CX tools and processes. Building a culture of continuous learning, agility, and innovation is key to sustaining CX improvements over time.

Addressing the multiple CX transformation challenges in retail demands a comprehensive, enterprise-wide strategy that encompasses technology, data management, people, and governance.

A primary challenge for retailers in CXM digital transformation is consolidating and cleansing diverse customer data from multiple retail touchpoints, including e-commerce platforms, loyalty programs, in-store transactions, and digital marketing channels. Retailers must establish an integrated data platform that supports a 360-degree customer view, empowering advanced analytics, targeted personalisation, and consistent customer journeys across interactions.

Equally vital is effectively managing seasonal demand fluctuations. Retailers must build agile operational frameworks that allow rapid scaling of resources and technology to handle peak periods, such as seasonal sales, product launches, and promotional events. Ensuring consistent service quality and customer satisfaction during these high-intensity periods demands flexible workforce planning, scalable technology infrastructure, and robust logistics coordination.

Managing omnichannel complexity is also essential. Retailers must provide consistent experiences across physical stores, e-commerce platforms, mobile apps, and social media channels. Disconnected or inconsistent customer experiences can confuse customers, dilute brand loyalty, and negatively impact sales. Successfully integrating these diverse channels requires end-to-end technology platforms and robust data synchronisation.

Another significant challenge is achieving real-time inventory visibility and optimising fulfillment operations. Retailers must maintain accurate, real-time inventory visibility across locations and sales channels. With rising consumer expectations around same-day deliveries and seamless buy-online-pickup-in-store experiences, retailers must overcome complex logistical challenges and maintain greater inventory visibility to ensure availability, prevent lost sales, and enhance customer satisfaction.

Establishing effective governance and cross-functional collaboration are among other significant challenges. Retailers require structured governance mechanisms, such as dedicated CX leadership teams or cross-departmental committees, to drive strategic alignment, prioritise initiatives, and facilitate collaboration across merchandising, marketing, sales, and customer service functions. Shared KPIs and aligned goals are essential for fostering accountability and ensuring cohesive CX strategy execution.

Finally, building internal capabilities and fostering organisational readiness for change are equally vital. To sustain CX improvements, retailers must reskill existing employees and attract new digital talent, such as customer journey experts, data scientists, and AI specialists. Additionally, effective change management, clear internal communication, executive sponsorship, and employee engagement are essential for overcoming resistance and accelerating the adoption of innovative CX tools and processes.

Providers' role in CX integration and acceleration

While building in-house capabilities offer greater control and long-term alignment, it can be a time-consuming and resource-intensive initiative. Organisations with strong internal talent and governance may find the in-house approach effective for sustained transformation. Alternatively, they can partner with providers to fast-track execution and access domain expertise and proven frameworks. Many retailers adopt a hybrid approach, owning the CX vision internally while leveraging external partners for scale, speed, and specialised capabilities.

Retail leaders increasingly recognise that CX transformation cannot be achieved in isolation. Strategic providers, ranging from consulting firms and BPOs to specialist technology providers, are vital in accelerating the journey toward an end-to-end, future-ready CXM. These partners bring a combination of technology expertise, operational knowledge, domain expertise, and flexible delivery models that complement internal capabilities.

Simultaneously, providers are evolving from transactional task outsourcers to strategic experience-led growth enablers, embedding the tools, talent, and operating models needed to reimagine CX at scale. Leading providers are driving value through technology-led transformation, human-centered operational excellence, and innovative, outcomes-focused engagement models.

Technology-led transformation

Among retail enterprises' most pressing challenges is the integration of fragmented systems with modern CX platforms. Providers bring deep technical expertise to help bridge this divide. They assess an enterprise's current CX landscapes, identify technology gaps, and develop a phased integration roadmap that aligns the CX vision with business objectives.

Providers support end-to-end implementation by integrating diverse enabling technologies, such as omnichannel communication platforms, AI-powered engagement hubs, cloud contact centers, agentic AI, robotic process automation, and integrated analytics and data platforms. These tools connect siloed systems, power intelligent decision-making, and deliver seamless, personalised experiences across the customer life cycle, from marketing and sales to service and support.

These partners bring proven accelerators, reference architectures, and pre-built integration connectors that reduce implementation time and risk. Their experience across industries allows them to anticipate roadblocks and embed best practices, ensuring that retail enterprises avoid costly missteps and achieve faster time to value.

Human-centered operational excellence

Leading providers contribute to retailers' human-centered operational needs in three powerful ways:

1 

CX domain expertise and process design: Providers leverage deep expertise in retail-specific customer interactions, such as product discovery, checkout experience, returns management, and loyalty program engagement. They assist retailers in reengineering these journeys to enhance convenience, speed, personalisation, and customer delight

2 

Scalable CX operations: Providers offer retailers access to agile and skilled resources, including customer care agents, omnichannel specialists, social media engagement experts, digital marketing professionals, and retail analytics teams. This flexibility enables retailers to quickly expand or contract operations to meet seasonal demands, product launches, or promotional campaigns without incurring fixed internal costs. For example, during seasonal peak periods, retailers can rapidly deploy a comprehensive omnichannel support model combining chatbots, social commerce engagement, and live-agent assistance through strategic BPO partnerships

3 

CX workforce enablement and transformation: Providers help retailers modernise their frontline teams through comprehensive training and digital enablement programs. These programs equip store associates and customer support agents to leverage AI-driven tools, customer insights platforms, and personalised recommendation engines. These initiatives encompass digital engagement training, co-developing customer interaction playbooks by blending human touchpoints and automation, and scenario-based coaching. This coaching practice prepares the staff to balance empathy in complex customer situations using nuanced judgment, such as resolving sensitive customer complaints or enhancing in-store experiences

Innovative engagement models

As CX transformation evolves into a long-term journey, retailers need more agile and innovation-driven relationships with their partners beyond operational outsourcing to support holistic experience transformation across marketing, sales, and service. Progressive providers are responding with next-generation engagement models designed for co-creation, value alignment, and scalability. These models include:

- **Co-innovation labs:** These are dedicated, co-located teams from the provider and the enterprise that jointly ideate, prototype, and test new CX capabilities
- **Outcome-based commercial constructs:** Instead of paying per FTE or transaction, retailers can engage providers on value-driven contracts for which payments are tied to specific business outcomes, such as improved Net Promoter Score (NPS), reduced average handle time, lead-to-conversion improvements, or increased digital channel adoption. This payment method aligns provider incentives with business performance and encourages continuous improvements

- **Managed CXM operations:** For retailers wanting to accelerate modernisation without building everything in-house, providers offer fully managed services across the CX stack. These services include running the contact center and managing omnichannel platforms, marketing campaign execution, sales enablement platforms, and integrated analytics. These models provide predictable costs, fast ramp-up, and embedded innovation cycles
- **Modular plug-and-play CX solutions:** Providers offer as-a-service CX modules that retailers can adopt without heavy integration. Examples include ready-to-deploy analytics dashboards, AI chatbot engines, and personalisation-as-a-service platforms that can be layered onto existing systems via APIs

These models offer retailers flexibility and strategic agility to modernise at their own pace, freeing internal teams to focus on core differentiators and scale innovation without key capital investment.

The right partner is an extension of the retailer's CX transformation team, bringing in specialised capabilities, global experience, and shared accountability for outcomes. While the enterprise must retain strategic control and CX governance, providers should accelerate delivery, de-risk execution, and inject continuous innovation. Together, they can co-create an end-to-end, tech-enabled, human-centered CXM ecosystem that drives long-term competitive advantage.

Key considerations for choosing a CXM partner

Choosing the right CXM partner is a strategic decision for retail leaders. Below are some key factors and capabilities retailers should assess when selecting a CXM service partner:

- **Technical breadth and integration capabilities**

  Retailers should partner with providers offering comprehensive technology solutions covering the entire retail CXM ecosystem. Ideal partners should demonstrate expertise in integrating complex retail systems, including e-commerce platforms, in-store technology, inventory management, and CRM solutions. Providers that seamlessly connect best-of-breed tools through API-first architectures and manage retail-specific legacy infrastructure reduce disruption and accelerate innovation.

  Scalability and reliability of technology are also paramount for retail due to seasonal peaks, promotional periods, and high transaction volumes. Retail-focused partners should offer scalable solutions to manage high-volume events, such as Black Friday, seasonal sales, or new product launches, ensuring consistent performance and customer satisfaction.

- **Innovation roadmap and thought leadership**

  Retail CX is evolving rapidly, and a partner's value lies in their proactive approach to innovation and ability to anticipate future customer trends. Partners must show their commitment to continually advancing CX strategies, particularly regarding innovations in AI, generative AI, predictive analytics, and customer interaction technologies.

  Providers should demonstrate how they systematically track emerging retail technologies, assess their applicability, and responsibly integrate them into retail processes. Thought leadership is another key indicator. Providers who publish insights, trend reports, and industry benchmarks signal strong thought leadership and an in-depth understanding of retail CX dynamics and future opportunities.

- **Access to skilled talent and global scalability**

  Retailers benefit significantly from accessing a diverse pool of skilled CX talent through their providers. Key roles include CX strategists, customer journey designers, data analysts, UX/UI specialists, digital marketers, merchandising experts, and multilingual customer support staff. Having teams that understand and manage end-to-end retail customer experiences, from marketing to sales, fulfillment, and post-sales support, is more vital than ever.

  Partners with robust global operations offer flexible and geographically diversified resources to manage peak seasonal demands or regional variations efficiently. Such a global scale enhances operational resilience, mitigates risks, and offers cost-effective delivery models through balanced onshore, nearshore, and offshore options.

  Considering the growing importance of AI in retail CXM, retailers should verify that partners invest in continuous skill enhancement programs to develop expertise in AI-driven technologies, including AI-powered customer insights, generative AI interfaces, and predictive analytics tools. Providers that rapidly scale AI-proficient talent are better equipped to deliver advanced CX solutions in fast-paced retail environments.

- **Retail domain expertise and end-to-end capabilities**

  CXM in retail involves specific challenges, such as optimising inventory visibility, seamless returns processing, managing omnichannel purchases, and personalising customer interactions. Partners with extensive retail expertise bring insights into the retail journey's every stage, from initial customer engagement and purchase to post-sale support, returns, and loyalty programs.

  Beyond industry knowledge, retail partners should offer comprehensive end-to-end CX capabilities, spanning strategic consulting, technology implementation, and ongoing operational management, such as managing customer service centers, social media engagements, or loyalty programs. Comprehensive capabilities reduce integration challenges and ensure clear accountability for CX outcomes.

- **Flexibility and alignment (commercial and operational)**

  Retailers must evaluate partner flexibility and alignment with their business objectives, operational models, and corporate culture. Effective partners offer flexible engagement structures, adaptable contractual terms, and collaborative pricing models aligned with performance outcomes.

Retail CXM's dynamic nature requires partners who can quickly adapt to changing priorities, scaling up or down resources as needed. Partners demonstrating a collaborative approach through co-governance mechanisms, such as joint steering committees and shared performance metrics, indicate strong alignment.

Cultural compatibility is also vital. Partners whose teams integrate seamlessly with retailers' internal teams enhance project efficiency and facilitate knowledge transfer. Transparency, open communication, and a willingness to work with existing retail technologies rather than imposing proprietary solutions further demonstrate a partner's flexibility and commitment to mutual success.

By carefully evaluating these criteria, retail leaders can select a CXM partner capable of driving strategic value and delivering sustained customer experience excellence.

"Fundamentally, if your mission is to make customers' lives better and easier every day, and you believe every customer experience will be reinvented by AI, you're going to invest deeply and broadly in AI. That's why there are more than 1,000 gen AI applications being built across Amazon, aiming to meaningfully change customer experiences in shopping, coding, personal assistants, streaming video and music, advertising, healthcare, reading, and home devices, to name a few."

– Andy Jassy, CEO at Amazon[1]

1 Amazon CEO Andy Jassy shares how AI will reinvent 'virtually every customer experience we know

KPIs and business outcomes: measuring success

Transforming CX serves as a pathway to achieving improved business performance. Therefore, retail leaders must define and track KPIs that reflect the effectiveness and impact of CXM initiatives on business outcomes.

Exhibit 3 outlines a robust CXM KPI framework for retailers that spans four levels.

Exhibit 3: An end-to-end CXM KPI framework for retailers

Source: Everest Group (2025)

	Key KPIs	
Operational efficiency metrics channels and systems and help track speed, responsiveness, and the shift from high-cost to low-cost interactions.	Average resolution time: time taken to resolve customer issues First Contact Resolution (FCR): percentage of issues resolved in the first interaction Digital channel utilisation: share of interactions handled through self-service or digital platforms	IVR containment rate: percentage of queries resolved without agent escalation Quote-to-close ratio: the number of proposals or offers that lead to actual conversions, reflecting the sales process' efficiency
Customer experience metrics They reflect customer perceptions about their interactions with the retail enterprise and are leading satisfaction, loyalty, and churn risk indicators.	Net Promoter Score (NPS): the likelihood of customers recommending the brand Customer Satisfaction Score (CSAT): satisfaction rating after specific interactions Customer Effort Score (CES): the ease of getting issues resolved	Journey abandonment / Drop-off rate: the point at which customers disengage during onboarding, product selection, or signup Pre-purchase NPS: customer sentiment during discovery or buying
Business impact metrics They connect CX performance to financial and commercial outcomes, validate CX initiatives' RoI, and highlight growth and retention improvements.	Customer Lifetime Value (CLV): total projected revenue from a customer over time Average Revenue Per User (ARPU): the average revenue generated per customer Churn rate: the percentage of customers leaving the service	Customer Acquisition Cost (CAC): the share of customers who purchase additional products or upgrades Marketing-attributed revenue: revenue directly linked to campaigns or content journeys
Employee and agent enablement metrics They gauge how well-equipped and motivated frontline staff are to deliver great CX and reflect the CX engine's internal health.	Agent satisfaction score: morale and engagement of customer-facing staff Training completion rate: workforce readiness to adopt new CX tools	Adoption of automation tools: use of AI assistants and co-pilots Knowledge base usage: how often staff members use internal resources to support customer interactions

From measurement to management: turning KPIs into a 360-degree CXM dashboard

Listing CXM metrics is a necessary step, but true transformation begins when these metrics are synthesised into a comprehensive performance framework that gives retail leaders real-time visibility into how every stage of the customer journey is performing, details about breakdowns, and the necessary corrective action. This is where a CXM dashboard evolves from a reporting tool to a strategic command center for experience-led growth.

A well-designed dashboard integrates KPIs across operational, experiential, commercial, marketing, and employee dimensions, creating a multi-layered view of customer health and lifecycle performance. It allows leaders to connect the dots between early-stage engagement and post-sale satisfaction, correlate experience with outcomes, and identify internal enablers or blockers to CX success.

For example, instead of viewing NPS or First Contact Resolution (FCR) in isolation, leaders can assess how digital engagement rates and marketing-attributed revenue influence satisfaction and retention, or whether low Customer Effort Score (CES) during onboarding impacts churn.

In an end-to-end CX model, metrics from sales funnels, campaign effectiveness, customer support, loyalty, and workforce enablement must all converge to present a 360-degree view. This 360-degree insight supports proactive governance, journey optimisation, and better prioritisation of customer-facing and internal experience investments.

Exhibit 4 illustrates a 360-degree representative dashboard that brings this panoramic measurement strategy to life.

Exhibit 4: A 360-degree CXM dashboard for retail enterprises

Source: Everest Group (2025)

	Metrics tracked	KPIs used by
Tier 1 real-time operational view	Live data on queue length, resolution time, and containment rates Alerts for SLA breaches or channel backlogs	Contact center managers, operations leads Workforce management and support quality teams
Tier 2 experience pulse	Rolling 7-day NPS, CSAT, CES with segmentation by channel, region, product line, etc. Voice-of-the-customer inputs, complaint trends, survey response analytics	CX leadership, marketing, and customer insight teams Journey designers and channel owners
Tier 3 strategic outcome indicators	CLV, ARPU Churn rate, cross-sell/upsell conversions, new acquisition rate	C-suite executives, finance, and corporate strategy teams Product owners and commercial leadership
Tier 4 internal readiness	Agent satisfaction scores, AI tool use rates, and training completion statistics Automation adoption rate, knowledge base usage rate	HR, L&D, and workforce transformation teams CX enablement, IT, and digital transformation leads

Integrated CX intelligence

Low FCR + high CES
Indicates broken self-service journeys
Action: review routing logic and improve channel design

Rising ARPU + falling CES
May highlight revenue growth at the cost of experience
Action: rebalance commercial strategy with better personalisation or support

Low agent satisfaction + low CSAT
Suggests how internal readiness issues impact customer experience
Action: enhance training, review workload balance, and deploy support tools

Real-time alerts based on correlated KPIs across tiers

To make the dashboard actionable, retailers must embed CX metrics into governance and daily decision-making, including:

- Establish CX councils that review dashboard data weekly and sponsor interventions
- Link CX performance with the KPIs of functional leaders, for example, NPS-owned jointly by service and product heads
- Use AI/ML models to predict impact, for example, how a drop in agent satisfaction impacts NPS
- Making frontline data accessible to all employees, helping agents see how their performance influences business outcomes

A 360-degree CXM dashboard transforms metrics from isolated indicators into a strategic command center for customer experience. It breaks silos, aligns incentives, and ensures that everyone, from agents to executives, is operating with a shared understanding of what great CX looks like, what is working, and where to intervene. When powered by real-time data and cross-functional alignment, this framework becomes a key enabler of transformed, proactive, and resilient CXM.

Conclusion

The journey from fragmented customer service channels to an integrated, AI-enabled CXM ecosystem is complex but equally pivotal for retailers competing in today's increasingly customer-driven marketplace. As product availability, pricing, and delivery speed become standard expectations, customers prioritise seamless, personalised, consistent experiences across touchpoints. Investing in a cohesive CXM strategy allows retailers to move beyond transactional interactions, which treat customer service as an operational expense, to proactive engagement, turning each customer touchpoint into an opportunity to build deeper relationships and drive incremental value.

However, CXM transformation in retail is not a one-off initiative. It requires continuous investment, adaptation, and iteration in response to emerging technologies, evolving customer expectations, and changing market dynamics. Retail leaders must regularly assess their CX maturity, periodically refine their transformation roadmaps, and embed a customer-centric culture throughout their organisations. Continuous innovation through structured pilots, integrating CX metrics into organisational KPIs, and fostering agile ways of working is vital for making CXM a sustainable, embedded capability rather than a short-lived project.

The potential benefits for retailers who master end-to-end CXM are substantial. An integrated CX infrastructure can generate new revenue opportunities and enhance the lifetime value of customers, while attracting new shoppers by differentiating the brand through meaningful experiences. Exceptional CX transforms customers into advocates, magnifying marketing effectiveness through positive word-of-mouth. Internally, streamlined CX operations enhance efficiency and reduce costs, enabling retailers to respond swiftly and effectively to market disruptions and evolving consumer trends.

Executing this comprehensive CX vision will often require external support, highlighting the importance of selecting the right partners.

Ultimately, retail CXM transformation revolves around enhancing human connections through strategic technology use. Even as AI, automation, and digital channels become more prevalent, the ultimate goal is to make customers feel valued, understood, and supported at every stage of their journey. Retailers who strike this balance effectively will cultivate stronger, more resilient customer relationships. Transforming engagement through end-to-end CXM is not simply an operational adjustment for retailers; it is a long-term competitive strategy essential for sustainable success. By embracing this approach, retail leaders position their organisations firmly within the digitally empowered future, reimagining their businesses around their customers' evolving needs and desires.

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