

CX Maturity Model

An Enterprise Operating Model for Driving Customer and Business Outcomes



THE 10 DIMENSIONS

When all 10 dimensions work together, customers experience less effort and the business delivers better results.

1		STRATEGY & LEADERSHIP CX is a strategic priority championed by leaders and aligned to enterprise goals.
2		CUSTOMER UNDERSTANDING & VOICE OF THE CUSTOMER We systematically listen to customers and act on their feedback.
3		JOURNEY MANAGEMENT We understand, design and improve end-to-end customer journeys.
4		COMMUNICATIONS & ENGAGEMENT We communicate clearly and proactively across the right channels.
5		DIGITAL EXPERIENCE & SELF-SERVICE Interactions are easy, seamless and enable customers be served quickly.
6		DATA, MEASUREMENT & ANALYTICS We use data and insights to understand performance and predict opportunities.
7		CONTINUOUS IMPROVEMENT & CHANGE MANAGEMENT We continuously improve based on outcomes and manage change effectively.
8		OPERATIONAL PROCESSES & SERVICE DESIGN Our processes and policies are designed to deliver seamless, efficient experiences.
9		PEOPLE, TALENT & CULTURE Our people are empowered, skilled and aligned around customer outcomes.
10		GOVERNANCE & ACCOUNTABILITY We have clear ownership, decision rights and cross-functional alignment for CX

LEVEL 1 ADHOC	LEVEL 2 DEVELOPING	LEVEL 3 DEFINED	LEVEL 1 MANAGED	LEVEL 1 OPTIMIZED
<ul style="list-style-type: none"> No defined CX strategy Reactive leadership decisions CX not prioritized 	<ul style="list-style-type: none"> Informal CX direction exists Some leadership awareness Limited investment alignment 	<ul style="list-style-type: none"> Documented CX strategy Aligned to enterprise goals Leadership support established 	<ul style="list-style-type: none"> CX prioritized in investment decisions Executive ownership present Tradeoffs actively managed 	<ul style="list-style-type: none"> CX fully embedded in enterprise strategy Leadership drives customer-centric decisions Investment aligned to outcomes
<ul style="list-style-type: none"> Feedback is anecdotal Complaints handled individually No consistent listening channels 	<ul style="list-style-type: none"> Surveys used occasionally Feedback collected but siloed Limited insight sharing 	<ul style="list-style-type: none"> VoC program established Multiple feedback sources integrated Insights periodically reviewed 	<ul style="list-style-type: none"> VoC linked to operational metrics Closed-loop feedback processes exist Insights drive prioritized actions 	<ul style="list-style-type: none"> Real-time customer signals embedded Predictive insight models used Voice of customer drives enterprise decisions
<ul style="list-style-type: none"> Journeys not documented Work happens in silos Issues addressed after escalation 	<ul style="list-style-type: none"> Key journeys identified Some mapping completed Limited cross-functional alignment 	<ul style="list-style-type: none"> Priority journeys mapped end-to-end Journey ownership assigned Improvement initiatives structured 	<ul style="list-style-type: none"> Journey performance measured Cross-functional governance in place Continuous optimization underway 	<ul style="list-style-type: none"> Journeys fully orchestrated Designed from customer perspective Continuously improved using data
<ul style="list-style-type: none"> Inconsistent messaging Reactive outbound communication only Confusing customer updates 	<ul style="list-style-type: none"> Standard templates exist Communication varies by channel Limited personalization 	<ul style="list-style-type: none"> Communication plans established Consistent messaging across channels Some proactive outreach 	<ul style="list-style-type: none"> Targeted and segmented communications Proactive updates based on triggers Measured communication effectiveness 	<ul style="list-style-type: none"> Anticipatory communications Highly personalized messaging Real-time, context-aware engagement
<ul style="list-style-type: none"> Minimal digital options Customers must call for most needs High effort experiences 	<ul style="list-style-type: none"> Basic online tools available Limited functionality Fragmented digital channels 	<ul style="list-style-type: none"> Core services available digitally Self-service adoption growing Channels partially integrated 	<ul style="list-style-type: none"> Seamless omnichannel experience High self-service containment Digital journeys continuously improved 	<ul style="list-style-type: none"> Digital-first experience Frictionless self-service Fully integrated, intelligent channels
<ul style="list-style-type: none"> Data is siloed Reporting is manual and backward-looking Limited visibility 	<ul style="list-style-type: none"> Basic dashboards exist Some standardized reporting Limited insight generation 	<ul style="list-style-type: none"> Key metrics defined Regular performance reporting Data used in planning 	<ul style="list-style-type: none"> Advanced analytics in use Predictive insights emerging Data informs decisions 	<ul style="list-style-type: none"> Real-time analytics AI-driven insights Data embedded in all decision-making
<ul style="list-style-type: none"> Ad hoc improvements No structured improvement process Limited learning loop 	<ul style="list-style-type: none"> Some improvement initiatives Inconsistent execution Limited sustainability 	<ul style="list-style-type: none"> Formal improvement processes exist Structured change management Regular reviews 	<ul style="list-style-type: none"> Continuous improvement embedded Improvements measured for impact Change is actively managed 	<ul style="list-style-type: none"> Culture of continuous innovation Rapid iteration cycles Improvements driven by outcomes
<ul style="list-style-type: none"> Processes are manual and fragmented High variability in service delivery Frequent rework 	<ul style="list-style-type: none"> Some standardized processes Partial documentation Inconsistent execution 	<ul style="list-style-type: none"> Core processes standardized Service design aligned to key journeys Reduced variation 	<ul style="list-style-type: none"> Processes optimized for efficiency and CX Cross-system integration improving Fewer customer effort points 	<ul style="list-style-type: none"> Processes designed around customer journeys Highly automated workflows Minimal friction or rework
<ul style="list-style-type: none"> Limited CX awareness Siloed teams No structured training 	<ul style="list-style-type: none"> Basic CX training programs Emerging awareness Inconsistent adoption 	<ul style="list-style-type: none"> Role-based CX expectations Training embedded in onboarding Collaboration encouraged 	<ul style="list-style-type: none"> CX tied to performance metrics Empowered frontline employees Strong cross-functional collaboration 	<ul style="list-style-type: none"> Customer-centric culture embedded CX behaviors reinforced daily Employees actively drive improvements
<ul style="list-style-type: none"> No clear ownership CX responsibilities unclear Decisions made in isolation 	<ul style="list-style-type: none"> Some roles defined Informal governance exists Limited accountability 	<ul style="list-style-type: none"> Formal governance structure Clear roles and responsibilities Cross-functional alignment 	<ul style="list-style-type: none"> Strong executive sponsorship Accountability tied to outcomes Governance drives prioritization 	<ul style="list-style-type: none"> CX embedded in enterprise governance Decisions fully cross-functional Accountability tied to business outcomes

WHY THIS MATTERS

Maturity across all 10 dimensions creates a connected operating model that delivers:

Better customer experiences

Lower cost to serve

Improved operational performance

Stronger trust and loyalty

Sustainable business results