Enterprise Fusion Varies by Industry

Fused Organizations are in the Minority

Converged: 50% of organizations have fully fused digital across business units of these organizations. They are likely to generate double digit growth.

Siloed: 24% are implementing disjointed technology, processes, and culture, leading to low customer experiences. These enterprises are experiencing revenue growth of 1%, on average.

Fused Converged Siloed

Finance

- Fused: 66%
- Converged: 33%
- Siloed: 11%

Healthcare

- Fused: 42%
- Converged: 34%
- Siloed: 24%

Insurance

- Fused: 43%
- Converged: 34%
- Siloed: 23%

Manufacturing

- Fused: 51%
- Converged: 44%
- Siloed: 45%

Life Sciences

- Fused: 51%
- Converged: 44%
- Siloed: 45%

Energy / Utilities

- Fused: 22%
- Converged: 29%
- Siloed: 49%

Retail

- Fused: 27%
- Converged: 30%
- Siloed: 43%

Transportation / Logistics

- Fused: 65%
- Converged: 37%
- Siloed: 25%

The Fusion Disconnect: Most Enterprises Aren't Built to Excel at Customer Experience

Fused: Those that fall in this category are making CX a Top Priority and executing plans that drive double digit growth.

Converged: Those that fall within this classification have fully fused digital across business units of the organization.

Siloed: Those that remain in the Siloed category have disintegrated internal teams and fragmented technology and strategy across key processes, data, and organization.

Enterprise Settings

- Fused: 100%
- Converged: 50%
- Siloed: 24%

Collaboration

- Fused: 100%
- Converged: 75%
- Siloed: 25%

Cross-functional processes, while emphasizing collaboration, are more than three times as likely to be successful within Fused organizations.

CCXO

- Fused: 100%
- Converged: 50%
- Siloed: 25%

Organizations that seamlessly fuse digital require a CCXO to be a Top Priority for the execution of the CX vision and strategy across key processes, data, and organization.

CX Initiative

- Fused: 100%
- Converged: 50%
- Siloed: 25%

Organizations that seamlessly fuse digital are more than three times as likely to implement an overall CX initiative.

% of CX Officers that have fully aligned

- Fused: 100%
- Converged: 50%
- Siloed: 25%

Leaders conducted for us by Forrester Consulting, in a survey of 500 business and technology professionals who serve as CX Officers, the findings are clear:

- Fused Organizations are aligning theirCX vision and strategy.
- Converged Organizations are making CX a Top Priority.
- Siloed Organizations are struggling with fragmented teams and processes.

The Takeway:

- CX officers are an essential resource in successfully implementing CX initiatives.
- Aligning CX vision and strategy is critical for success.
- Engaging key partners is essential to execution.

CX Officers

- Fused: 100%
- Converged: 50%
- Siloed: 25%

CX Officers that are fully aligned are more than three times as likely to have CX initiatives in place.

For Siloed Organizations:

- Connect around the customer journey: Those that fall short can take immediate steps to a fused state.
- Focus operational improvements on what customers value most: Organizations that seamlessly fuse digital are more than three times as likely to implement an overall CX initiative.
- Eliminate stove pipes: Digital initiatives are driving by the desire to exploit data, automation and AI.

For Converged Organizations:

- Invest in the human side — people and change: Those that fall short can take immediate steps to a fused state.
- Make cultural change a priority and align the organization: Organizations that seamlessly fuse digital are more than three times as likely to implement an overall CX initiative.
- Set and communicate an organization-wide CX vision and strategy: Those that fall short can take immediate steps to a fused state.

For Fused Organizations:

- Exploit data, automation and AI: Those that fall short can take immediate steps to a fused state.
- Engage a network of partners to deliver new operational capabilities fast: Organizations that seamlessly fuse digital are more than three times as likely to implement an overall CX initiative.
- Create innovation labs specifically to address improving business operations: Those that fall short can take immediate steps to a fused state.

Amp up investment in digital operations, including cloud-based digital back-office capabilities.

1. Connect around the customer journey:
2. Focus operational improvements on what customers value most:
3. Eliminate stove pipes:
4. Create and nurture a company culture that embraces change:
5. Exploit data, automation and AI:
6. Engage a network of partners to deliver new operational capabilities fast:
7. Create innovation labs specifically to address improving business operations:
8. Invest in the human side — people and change:
9. Make cultural change a priority and align the organization:
10. Set and communicate an organization-wide CX vision and strategy:
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