The Gartner Customer Experience Management Maturity Model for Supply Chain Leaders

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Initiatives: Supply Chain Customer Fulfillment and Collaboration; Supply Chain Strategy, Leadership and Governance

Supply chain plays a critical role in understanding the customer and innovating solutions to enhance the customer experience. Supply chain leaders as well as customer fulfillment and CX leaders can use Gartner’s CX maturity model to gauge their organization’s maturity and identify effective areas to improve.

Overview

Key Challenges

- Keeping pace with innovation in customer experience (CX) is a continuous challenge for supply chain leaders. Those failing to recognize supply chain’s key role are missing out on potential added value.

- A successful CX strategy needs a holistic, coordinated, cross-functional and multilevel approach across a spectrum of CX capabilities.

- Supply chain typically does not play a leadership role in driving the corporate CX agenda. More often, it is the responsibility of sales, marketing or a stand-alone CX department. However, this is changing, and supply chains must increasingly understand and share this responsibility.

Recommendations

Supply chain leaders responsible for customer fulfillment and CX should:

- Assess their organization’s current CX maturity by either taking an online CX score assessment or using the offline Excel-based CX Management Maturity Assessment Toolkit (as discussed in the Perform a CX Maturity Assessment section).

- Plan the destination and purpose of your supply chain organization’s CX strategy by determining the current gaps in capability and defining an improvement strategy. Ensure that the supply chain CX strategy is aligned and integrated with the broader business objectives.

- Engage with executive leaders and stakeholders to gain buy-in and build the business case for advancing to the next level of CX maturity.
Introduction

Customer experience initiatives are now prevalent across the world and many more industries (for example, where the customer may be referred to as consumer, patient, passenger, student, investor, citizen, donor, or other businesses and supply chain clients). These initiatives are commonplace in B2C organizations and are now appearing more frequently in B2B organizations, where the term “customer success initiative” is common.

Supply chain leaders’ interest in CX initiatives has increased, particularly during the past decade, due to four primary trends:

- Fewer forms of sustainable business differentiation, driving senior supply chain executives to have a greater focus on CX as a means of differentiation.
- Greater customer access to information and power in the supplier-customer relationship, resulting in more customer willingness to switch suppliers and tell others about poor CXs associated with the supply chain.
- More case studies and documented evidence of businesses that are delivering excellent CXs via the supply chain, obtaining a positive ROI and demonstrating financial benefits as a result.
- Higher-profile examples of organizations associated with dreadful CXs that have humiliated management and damaged credibility and stock prices.

As identified in The Gartner Supply Chain Top 25 for 2020, one of the largest external forces impacting corporate supply chains is a dynamic competitive landscape. This is driven by a combination of expanded customer expectations, new market entrants from existing industry ecosystems and the emergence of nontraditional competitors.

But leading supply chains have positioned themselves as the disruptors to traditional business models. And many leading supply chains are using digital connections to sense and respond to changes in customer wants and needs in the use of their products, solutions and services. A critical underpinning of these disruptor success stories is the ability to deeply understand the voice of the customer (VoC) and deliver personalized offerings to ensure an enhanced CX. Chief supply chain officers (CSCOs) are leading the effort, driving the rise in customer-centric supply chain initiatives that protect and create value through collaborative programs designed to increase customer understanding and develop customer-desired outcomes.
Companies like Amazon, L’Oreal, Johnson & Johnson, Apple, Nike and Lenovo are successfully exploiting their supply chain expertise to further their CX strategies. In these organizations, CX is a team sport – and not isolated to the marketing department to deliver.

These companies recognize that their customers are often more influenced by their supply chain experience than by other types of interactions. They understand the supply chain impact as customers look for information on the right product to buy, or where they can find the product. They also recognize how a late delivery can disrupt or disappoint, how an expedited delivery can delight or save a life, and how personalization of a product or service can drive increased loyalty and satisfaction. These companies are building the right supply chain infrastructures, and working across the enterprise, to capitalize on the interactions that supply chain has with customers for competitive differentiation.

The Gartner CX management maturity model is one of the key tools supply chain leaders can use initially to measure the health and direction of the organization’s supply chain CX initiatives, and subsequently to manage these on an ongoing basis. The CX management maturity model consists of five levels of maturity. They range from scenarios wherein organizations have a fragmented, ad hoc focus to higher levels where CX is a fully funded enterprisewide strategy that has achieved an orchestrated response to customers and there is an embedded cultural change (see Figure 1). Most large organizations are at Level 1 or Level 2 maturity, with a view toward achieving Level 3. Figure 1 shows Gartner’s estimate of the percentage of organizations at each level of maturity, based on client inquiry volume and participant votes at Gartner events.
This research describes the details of the Gartner CX management maturity model across each of the five levels. Its objective is to assist supply chain leaders responsible for customer fulfillment and CX with socializing and assessing current CX capabilities, in order to create a roadmap for step-by-step improvements in supply chain CX capabilities. In assessing and subsequently improving CX maturity, supply chain leaders should engage with other functions that may already have CX projects underway. Supply chain leaders should be keen to clearly articulate and demonstrate the crucial value that supply chain provides in enhancing CX.

Analysis

Collaborate Across the Enterprise and Assess the Supply Chain Organization’s Current CX Maturity

The Gartner CX management maturity model provides supply chain leaders, working in conjunction with other cross-functional stakeholders, with a framework to measure the maturity level of their supply chain organization’s CX capabilities. Its objective is to assist supply chain leaders responsible for customer fulfillment and CX in:
Socializing a common understanding of the concepts around CX and increasing CX maturity, together with realizing the potential business benefits

Assessing current “as is” CX capabilities, comparing them with best practices and providing a platform for assessing the cost, risk or lost opportunities of the current situation

Building a common sense of purpose and reaching agreement on what the organization’s “to-be state” CX capabilities should look like

Discussing and prioritizing (on the basis of business benefit versus time and cost to achieve) stepwise improvements to the organization’s CX capabilities

Creating the roadmap for the different phases of the CX initiative, and understanding what work must be done to ensure success

Tracking the organization’s progress year over year (note this model is not designed as a tool for making comparisons with other organizations)

The Gartner CX management maturity model has five levels of increasing maturity:

- Level 1: Siloed, autonomous
- Level 2: Scalable and efficient
- Level 3: Integrated and aligned
- Level 4: Shared value
- Level 5: Orchestrated response

Each of these levels is mapped across nine capabilities as follows:

- **Purpose**: Why the organization is motivated to improve the CX and how it justifies investments in CX.
- **Strategy**: How the organization develops its strategy and prioritizes customer experience investments and efforts.
- **Roles and governance**: How the organization structures CX roles, provides oversight and ensures collaboration on the customer experience.
- **Customer-centric culture**: How the organization motivates customer-centric values and behaviors.
- **VoC**: How the organization collects, analyzes and responds to customer feedback.
- **Customer research**: How the organization conducts project-based research to understand long-term customer needs, motivations, goals and behaviors.
- **Metrics**: How the organization measures the customer experience and uses these metrics to understand and improve performance.

- **Personas and journeys**: How the organization designs and iterates customer personas and journeys.

- **Technology**: How technology is used and prioritized to impact current and future CX capabilities.

A high-level summary of the capability mapping across the five levels of maturity can be found in Table 1.

### Table 1: The Gartner Customer Experience Maturity Model

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Level 1: Ad Hoc</th>
<th>Level 2: Establishing</th>
<th>Level 3: Performing</th>
<th>Level 4: Optimizing</th>
<th>Level 5: Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Executive anecdotal predilections.</td>
<td>Investments in CX reduce complaints and costs caused by poor CX or to improve a top-level metric, such as NPS, relative to competition.</td>
<td>Executive-sponsored purpose. Commitment to CX is driven by improvements in business results.</td>
<td>CX is a core component of corporate strategy to which employees feel accountable.</td>
<td>CX goes beyond managing financial metrics to deliver superior experience and competitive advantage.</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td>Reactive focus on firefighting initiatives.</td>
<td>An organizationwide strategy for CX has been proposed. A CX project list exists and the impact of each is understood.</td>
<td>A CX roadmap is maintained that prioritizes projects and goals. An organizationwide CX strategy defines each function’s role.</td>
<td>Key risks are tracked and mitigated to protect the CX strategy. New capabilities are prioritized to deliver CX strategy success.</td>
<td>Disruptive capabilities are developed and leveraged to reposition the company for future advantage.</td>
</tr>
<tr>
<td><strong>CX Roles and Governance</strong></td>
<td>No CX leader and no CX team or</td>
<td>A centralized CX team has responsibility for</td>
<td>A CX leadership committee approves CX</td>
<td>Permanent, full-time, established CX roles exist in the organization.</td>
<td>The CX organization is redefined and leveraged to drive innovation.</td>
</tr>
</tbody>
</table>

Source: Gartner (September 2020)

Supply chain leaders should customize the model to meet their own company requirements — in terms of the focus and vocabulary — and use it to assess their organization’s CX maturity. Different industries
Focus on the Different Levels of CX Maturity

Level 1: Siloed, Autonomous

At this early stage of maturity, the supply chain organization's approach to CX is fragmented, departmental, siloed and reactive. There are multiple individual advocates, within supply chain and across the business, but they are not working together. There is no senior-level focus or endorsement. If there is a focus, it is largely on reducing customer complaints and meeting the organization’s short-term business or financial goals. While there may be business problems relating to poor CXs associated with the supply chain, no one is articulating the need for change. In a few cases, this is a deliberate strategic decision by the executive team — particularly in commodity or low-cost businesses where the focus is not on the CX. Supply chains are managed entirely to drive lowest cost to serve so that their business models remain profitable and viable.

CX may be viewed primarily as the responsibility of customer service, and also may be defined by a capability to service orders. Customer surveys, processes and technologies are disconnected or nonexistent. There is a wide variance and inconsistent approach to how or if customer data is used.

Level 1 maturity is also characterized by the following:

- **Purpose:** There is no shared understanding or appreciation of CX. Individual departments invest in CX efforts without coordinating with others. Evidence to support the business benefits of customer centricity are anecdotal and regularly questioned by leaders. Investments are based on leaders’ belief that they will help the organization compete or to deliver short-term revenue rather than improving customer satisfaction, loyalty and advocacy.

- **Strategy:** There is no organizationwide CX strategy or centrally organized action. Individual departments focus on resolving customer pain points or broken processes. Within supply chain, the focus is on firefighting. CX is seen as being largely about reactive customer service and oriented to service recovery rather than proactively anticipating and satisfying customer needs.

- **CX roles and governance:** There is no CX leader and no customer experience team or function. There is no governance and no agreed-upon decision rights framework. CX leadership responsibilities fall to different individuals across the organization and are added to their existing primary responsibilities. Decisions are bottom-up and siloed.

- **Customer-centric culture:** No team or individual CX goals exist. The culture of the organization is poorly disposed toward customers. No one is specifically responsible for solving CX problems within the supply chain. Organizations do not understand employee perceptions of barriers to being customer-centric. Customer-centric behaviors may be inconsistently recognized and rewarded by different leaders.

- **VoC:** The primary VoC data source is annual or irregular customer satisfaction surveys or from face-to-face meetings. These surveys and meetings are run independently by different departments with no
sharing of data or results and no central repository of customer feedback. There is little or no collection of indirect or inferred feedback from customers. Decisions rely heavily on anecdotal customer feedback or on rare and sporadic customer interviews.

- **Customer research:** There is no research team or standing budget for customer insight. Customer insight is based largely on market research and third-party data sources. There is a reliance on internal perception, assumption and opinion when making decisions. Departments conduct customer research sporadically and for their individual purposes.

- **Metrics:** There are no metrics for measuring supply chain CX successes or to objectively prove the CX’s potentially negative impact on the business. The main supply chain measurement of CX is on time, in full (OTIF) or an annual customer satisfaction (CSAT) survey, but with an internal focus. Outside supply chain, multiple CX metrics of varying quality are being used in independent departments with no oversight or view of how these different metrics interrelate.

- **Personas and journeys:** Personas have not been developed. No outside-in customer journey maps exist. Supply chain teams identify the touchpoints for which they’re responsible without recognizing how they connect to touchpoints managed by other departments or functions. Improvements are made to existing inside-out processes and only capture partial views of customer journeys.

- **Technology:** No applications or tools are bought with a primary focus on improving the CX. IT investment focus is on the user experience (UX) or on CRM application implementations. No inventory has been taken of all the technologies that have an impact on the CX, such as ordering portals, track-and-trace visibility systems and automated invoicing systems. Technology investments primarily focus on operational efficiency.

### Action Items

- Educate your supply chain colleagues about the business need for an improved CX, what CX is and why your organization needs it (see *Supply Chain Brief: Customer Experience and Customer Fulfillment — What’s the Difference and Why It Matters*). It is particularly effective to use examples from the same industry, comparable industries and different geographies (see *Influencing Customer-Centric Decision Making Through Accountability*).

- CSCOs building the business case for CX focus and resources need to go beyond fulfillment metrics such as OTIF, cycle times and forecast accuracy, and include experiential and verbatim data to win stakeholder support. (See *Integrate Metrics Along Processes, Across Functions and With Customers to Reach Stage 3 Maturity* and *How to Manage Customer Experience Metrics.*) To gauge overall CX effectiveness, familiarize the supply chain with a range of operational, financial, quality and experiential metrics, such as CSAT scores, Net Promoter Score (NPS), Customer Effort Score (CES) and customer churn rates.

- Develop a plan for supply chain to understand and leverage traditional marketing capabilities, such as customer personas, journey maps, VoC and customer insight processes. Leverage these tools to focus on engaging with customers to continually gain insights.
Level 2: Scalable and Efficient

A corporate CX leader is appointed to coordinate cross-functional CX efforts, but high-level sponsorship and attention are lacking. A steering committee may be in the process of being established with inconsistent cross-functional sharing and collaboration. A strategic CX roadmap has been drawn up. An inventory of customer data sources, feedback tools, personas and projects has been taken — and gaps, requirements and responsibilities are being identified.

The view of supply chain process is inside-out, based on executive perception of customer needs, and the goals are simply to reduce customer complaints and dissatisfaction. Journey maps may be oriented more toward existing internal processes rather than what is required to deliver on customer needs. A CX metrics dashboard may exist, but there is no rigor in its use. In supply chain, these metrics are still largely focused on OTIF delivery of products. A VoC capability has been established, but data gathering is fragmented and ad hoc. In supply chain, VoC is typically via surveys or direct meetings with customers. An audit of existing feedback activities may have taken place to identify gaps and requirements for improvements. A plan to improve customer feedback may be underway with responsibilities assigned.

Level 2 maturity is also characterized by the following:

- **Purpose:** Leaders’ common agreed purpose of CX is to reduce complaints or improve a top-level metric (such as CSAT or NPS) relative to competition. These top-level metrics are not linked back to supply chain metrics, such as OTIF. The organization does not see itself as competing primarily on the basis of a superior CX, so CX is a secondary goal for executives.

- **Strategy:** An enterprisewide strategy is under development and being considered by leaders. The organization does not yet recognize the capabilities needed to execute the strategy, and work is underway to complete an inventory of projects and capabilities.

- **CX roles and governance:** A designated CX leader, with few or no direct reports, reports to a C-level executive. A small centralized CX team is forming with the remit to understand and improve organizationwide CX. CX projects in individual departments, such as supply chain, are loosely coordinated. Budget and execution of CX work remain at the department level. A steering committee with representatives from multiple departments, including supply chain, is being established.

- **Customer-centric culture:** CX communication and training is sporadic and inconsistent, but some organizationwide content has been distributed to promote customer-centric behaviors, along with an
approved and unified set of CX values. Many employees are conflicted by the goals they are being asked to achieve and see CX goals as less important than others.

- **VoC:** A cross-functional group exists to evaluate how to coordinate the collection, root cause analysis, and communication of feedback to key business partners. VoC governance is evolving to solve uncoordinated and fragmented customer listening efforts but lacks execution. Touchpoint surveys are executed at some but not all vital touchpoints.

- **Customer research:** A customer research team has been established that is funded through project-related budgets based on the need for project-specific research. There is limited sharing of insights on customer experiences across the whole organization, although key business leaders are kept informed of the most important customer research findings.

- **Metrics:** Different departments use multiple metrics and have their own dashboards. CX results don't link to operational metrics and financial outcomes.

- **Personas and journeys:** Personas are created based on data and research. One or more current-state customer journeys have been mapped or is in process. Within supply chain, the focus is on customer fulfillment and working to streamline transactions.

- **Technology:** Technology projects and investment are focused on mitigating department-specific CX pain points. Service design skills are being invested in. Supply chain budgets are not influenced by the evidence of CX improvements.

**Action Items**

- Identify gaps in the qualitative, quantitative and behavioral customer data needed to create customer personas and an effective customer listening strategy. Promote a supply chain listening strategy by developing a VoC strategy (see [How Supply Chain Leaders Can Use Voice of the Customer to Improve Customer Experience](#)). To understand more about creating personas and journey maps, see [Supply Chain Customer Centricity Part 2: Leverage Personas and Journey Mapping to Understand and Design the CX](#).

- Capitalize on your customers’ desire for supply chain to deliver a superior CX, and define a clear vision to achieve it. Partner with the extended supply chain (for example, suppliers and service providers such as third-party logistics providers) to win support and investment for your CX initiatives (see [Video: Providing Amazing Customer Experiences Through Connected Products](#)).

- Organize peer-to-peer learning sessions and CX workshops to share customer knowledge. Focus initially on sales and marketing, and then expand these events to other functions as needed. Upskill supply chain customer-facing roles to recognize the advantage of their direct interactions, which can trigger service needs and open up opportunities to create new outcomes and improved experiences for customers.

**Level 3: Integrated and Aligned**
The CX steering committee is functioning well with consensus on organizationwide metrics, goals, policies, practices and processes. However, the execution and budgeting of CX projects are largely departmental. If supply chain is not leading, it has named representatives on the steering committee who are ensuring that CX practices are integrated and aligned across functions.

There is a single VoC platform, a common set of personas and journey maps, and a clear prioritization process for CX investments. Leaders actively support CX. CX leaders can demonstrate why CX matters to employees in terms of their existing performance metrics. Detailed CX goals are being inconsistently applied to employees’ personal objectives. The business value of improved CX has been established, so the focus is on an outside-in understanding of customers’ wants, needs and perceptions.

Level 3 maturity is also characterized by the following:

- **Purpose:** An increased stakeholder commitment to CX is driven by visible improvements in business performance. Leaders understand and prioritize the business value of CX, having validated the correlation between customers’ self-reported satisfaction (for example, NPS) and specific business outcomes (for example, increased retention or spend, decreased cost to serve or improved advocacy referrals).

- **Strategy:** A unified CX strategy exists. Some, but not all, of the capabilities needed to meet CX goals are in place, and a roadmap exists to close those gaps. It is clear how the supply chain and CX strategy supports the corporate/business strategy. There is a clear process for prioritizing and securing CX investments. It is clear how the supply chain and CX strategy supports the corporate/business strategy.

- **CX roles and governance:** An established CX team defines budget and manages a team with dedicated roles mapped to key CX responsibilities, such as VoC, strategy and design, and project execution. A cross-functional steering committee operates effectively with representatives from key departments, reviewing and approving budgets and cross-functional CX projects. The CX leader reports to the operating or executive committee regularly.

- **Customer-centric culture:** The performance of leaders across the organization is evaluated, in part, based on customer-centric goals. The organizational CX values are effectively translated by leaders into functionally-relevant policies and practices within their business units. Employees are seeing and hearing frequent communications on the importance of the CX. Training is ongoing, systematic and not optional.

- **VoC:** Effective VoC governance is in place. Direct customer feedback data (such as surveys, scorecards and meetings) is integrated with inferred data, such as data from touchpoints (for example, web, contact center or store), and indirect feedback, such as from social media conversations. Closed-loop processes help to identify and respond to feedback respondents with complaints or issues. Feedback is captured along multiple stages of customer journeys.

- **Customer research:** A dedicated customer insight team operates continuously as a normal part of ongoing business operations. Research is now a continuous and iterative cycle, and no longer just
A wide variety of customer research methodologies, such as ethnographic studies, focus groups, and card sorting, are available and appropriate methodologies are selected for each project and need. Supply chain is a key partner in gathering customer insights. It is leveraging its daily customer interface role to become the voice of the supply chain to the customer, and helping to leverage the VoC back into the supply chain.

- **Metrics**: A top-level organizationwide CX dashboard exists, but individual leaders also have dashboards tailored to their specific and relevant CX needs. These metrics help uncover customer needs and insights, set and track goals, and hold departments accountable. OTIF can now be correlated with metrics such as CSAT, NPS and other customer-specific metrics.

- **Personas and journeys**: Persona-driven customer journey maps supported with VoC data and customer research help to identify and prioritize CX efforts. A common set of personas have been developed and have been widely adopted across the organization.

- **Technology**: Planned supply chain projects are being ranked and reprioritized both by CX impact and on the basis of benefits to the organization. Supply chain technology projects and CX technology investment are focused on integration of customer data, creating a single customer view and providing omnichannel experiences. Various functions collaborate to define and use a standardized set of technologies designed to improve the CX.

**Action Items**

- Help the CX leader or take the lead in gaining executive-level sponsorship for a CX initiative (with clear business benefits) that centers its attention on multiple departments, all focused on improving different aspects of the CX. Supply chain should lead a journey mapping exercise that follows the customer order, from the customer perspective, through its fulfillment journey, identifying the steps that have the greatest impact on the customer. (See *Supply Chain Customer Centricity Part 1: Leadership Alignment and Capability Development* and *Future of Supply Chain: Reshaping the Profession*.)

- Help build analytics dashboards to prove the links between measures of customer perception and satisfaction and the operational, financial or business key performance indicators (KPIs) about which leaders care, such as OTIF, retention, revenue, lifetime value and referral volume. (See *Supply Chain Customer Centricity Part 3: Using Customer Journey Analytics to Enhance CX*.)

- Work with human resources leaders to identify employee opportunities and impediments to CX success in the supply chain (see *Unlocking the Key to Customer Experience Excellence With Skilled and Agile Customer Fulfillment Teams*). Evaluate how CX values can be reflected in supply chain job descriptions, performance reviews and reward structures for employees.

**Level 4: Shared Value**

Permanent, dedicated CX representative roles are in place in all departments, including supply chain. There is strong cross-functional strategy, design, budgeting and execution of CX. A hierarchy of linked
CX metrics is in place, and is used to set business goals and validate financial ROI. The supply chain team has developed shared value creation opportunities with key customers (B2B) and capabilities for understanding and responding to customer personalization needs (B2B and B2C). The customer insight team has a standing budget, and a test-and-learn culture is prevalent. CX efforts expand to include innovation and also identifying and delivering customer satisfiers. Hiring, onboarding and training consistently reinforce CX expectations.

Level 4 maturity is also characterized by the following:

- **Purpose:** CX is a core component of corporate strategy to which employees feel accountable. Key senior stakeholders share and promote a unified CX. No significant investment is made without consideration for the customer's perspective.

- **Strategy:** CX and innovation efforts are combined or coordinated. New business capabilities and investments are prioritized in order to deliver CX strategy success. In B2B organizations, customer-specific strategies are created and aligned with the organization's overall CX strategy. The organization identifies, tracks and mitigates the key risks to achieving the CX strategy.

- **CX roles and governance:** All departments have permanent, full-time CX roles with dotted-line responsibilities to a core CX team. The CX leader has full oversight and control of the whole CX. The CX leader is involved in enterprise-level planning processes to ensure the intentional consideration of CX in organizationwide strategy. The cross-functional steering committee, where supply chain is a key member, provides dedicated support for individual functions to help implement and achieve organizationwide CX goals. Programs are in place to attract, develop and retain CX talent.

- **Customer-centric culture:** Executive and employee performance appraisals and compensation are tied to meeting CX objectives. All employees are trained on how to contribute to CX improvements. Leaders listen to and address employee barriers that prevent the delivery of the desired CX.

- **VoC:** VoC is fully operationalized on a single VoC platform with clear ownership and enforcement. Widely disseminated workflows, reports and dashboards provide relevant, real-time data to many employees. Feedback is commonly embedded into frequently used applications such as CRM.

- **Customer research:** Purposeful investigations such as experience tests, user research and/or behavioral analysis is used to inform all stages — from ideation to completion — of product and program development. Insight is shared across the CX team, steering committee and employees throughout the organization to inform product and service innovations. Supply chain is a key part of the team to leverage customer insight to co-create some new products, services and overall outcomes for customers.

- **Metrics:** A hierarchy of linked CX metrics exists that correlates employee engagement, perceptual, behavioral, quality and operational metrics. Advanced analytics are used to predict customer actions (for example, customer lifetime value, propensity to churn) on an ongoing basis. Correlations between lower-level operational and quality driver metrics have been established with higher-level satisfaction, loyalty and advocacy metrics.
Action Items

- **Personas and journeys**: The organization reviews and iterates its customer personas and journeys to incorporate new information from customer insights and purchase patterns. The organization collaborates to design future-state journey maps based on enterprise or consumer personas to innovate new experiences.

- **Technology**: The primary focus of supply chain technology investments is on integration of technologies to unify the customer journey. Supply chain partners closely with IT as a reliable source of new technology ideas for a better CX. Supply chain IT projects are ranked and prioritized not just by benefits to the organization but their impact on CX as well.

- **Purpose**: Executive leaders agree to manage CX with the same rigor they manage profit. CX is seen as a key enabler of business success and the primary means of competitive differentiation — a concept wholly supported by management, employees, partners and other stakeholders.

- **Strategy**: Leaders support the creation of unique CX innovations, goals and capabilities for disruptive competitive advantage. The organization is recognized beyond its own industry for CX innovation.

**Level 5: Orchestrated Response**

Level 5 is rarely attained and requires a top-down customer-centric culture that influences the day-to-day actions and decisions of employees at every level. Customers co-create their experience. Employee engagement and satisfaction are an organizational priority. Employees feel empowered to do the right thing to improve their customers' experiences without asking permission. Leaders embrace and manage more risk to improve the CX.

Level 5 maturity is also characterized by the following:

- **Purpose**: Executive leaders agree to manage CX with the same rigor they manage profit. CX is seen as a key enabler of business success and the primary means of competitive differentiation — a concept wholly supported by management, employees, partners and other stakeholders.

- **Strategy**: Leaders support the creation of unique CX innovations, goals and capabilities for disruptive competitive advantage. The organization is recognized beyond its own industry for CX innovation.
**CX roles and governance:** The CX leader and core CX team are acting as the center of excellence with the mission to reset boundaries, challenge conventions and assumptions and drive innovation. CX innovations and accountability for improvement are devolved to departments and functions. Organizational structure is optimized to coordinate and align activities across customer journey stages.

**Customer-centric culture:** CX competencies inform hiring and firing decisions. Employees have broad authority to take independent action to improve the customer's experience. An established cultural norm exists throughout the organization to put the customer first in all business and operational decisions.

**VoC:** Employees monitor VoC data throughout the day. Its insights directly influence employee behavior and actions, and innovative forms of analysis are continually adopted. The value of VoC is quantified by linking prescribed actions with their impact on operational/customer metrics. An ongoing mechanism to solicit employee feedback on improving customer experiences exists.

**Customer research:** CX research and testing are integral to business strategy development and used as a predictive indicator of long-term customer needs, adoption and usage. Hypothesis-led experiments reveal unmet customer needs.

**Metrics:** Advanced analytics prescribe automated next best actions to improve the customer experience. All employees have access to contextual CX metrics and these form a key part of their annual performance assessment. CX metrics inform day-to-day operational management and long-term investment plans.

**Personas and journeys:** Personas influence all customer-facing projects and capabilities across the organization. Product and service innovations are based on unmet needs and expectations derived from customer personas and journey maps. Real-time data is integrated into digital journey tools to monitor customer journeys.

**Technology:** The majority of technology projects supporting transformation of the business are focused on CX. Board-level executives view technology investments as a primary enabler of being recognized for market leadership in CX.

### Action Items

- Investigate how and where improvements could be made, based on supply chain programs from other industries and geographies. Design the steps in the supply chain, from the customer backward, to give them a seamless experience. Match supply chain solutions to customer expectations, capitalizing on business moments that arise along the way (see [Three Innovation Practices to Ensure Digital Supply Chain Vision Translates Into Value](#)).

- Continue to ensure that the achievement of business benefits through a superior CX is measured, and that supply chain successes are shared throughout the organization.
Perform a CX Maturity Assessment

Supply chain leaders can work across their organizations to leverage the Gartner CX management maturity model to perform a maturity or capability assessment by leveraging the following tools:

- Online CX score assessment (see Marketing Score for Customer Experience)
- Offline Excel-based CX Management Maturity Assessment Toolkit (see Toolkit: The Gartner Customer Experience Management Maturity Model)

Organizations typically will not have all the elements classified at the same maturity level; there is likely to be a spread across different levels (see Table 1).

Performing a capability assessment is an excellent vehicle for engaging with the sponsor and stakeholders in the organization, and for gathering and documenting their views. It enables you to start the process of building an agreed view, relative to an objective measure of where the organization is in terms of its CX maturity. It also enables you to build on that assessment of the current state, and start the discussion of what the to-be state should look like. Having created and agreed on a to-be state, it is now possible to do a gap analysis and consider the relative importance of (and links between) the gaps. A structured prioritization process can then drive an agreed, prioritized roadmap, which is likely to be multiphased and multiyear.

As you reach the higher levels of maturity (Level 4 and Level 5), there are two ways of viewing maturity:

- In terms of depth — how comprehensive and ingrained CX is in key parts of your organization
- In terms of breadth — whether the CX discipline spreads across the whole organization

You will need to take a view of what best constitutes maturity in your organization, because these higher levels of maturity will vary significantly depending on your CX purpose. CX has many complexities, and what your organization needs will be driven by the nature of your industry, your organization and which design the customers care about most. Your organization's CX may be very different from another organization's CX — even one in the same industry.

Action Items

- Perform a CX maturity assessment using Gartner’s CX maturity model and toolkit, and leverage it to build a multiyear, multiphased CX roadmap.
- Continuously seek out best practices and examples of CX excellence demonstrated by organizations both within and external to your industry vertical.
Document Revision History

The Gartner Customer Experience Maturity Model for Supply Chain Leaders - 23 April 2019
A Focus on Customer Experience Is a Sign of Supply Chain Maturity - 9 February 2018

Recommended by the Authors

Laying the Foundations for Supply Chain Customer Experience: Focus First on Governance and Organization
Supply Chain Brief: Three Steps to Identify and Communicate Sustainability Values to Customers
Supply Chain Brief: Customer Experience Becoming a Priority in Transportation Technology
Toolkit: The Gartner Customer Experience Management Maturity Model for Supply Chain

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