WELCOME TO GLOBAL VOICES OF EXPERIENCE

2023 – Asia Pacific

26 April, 2024

GAME CHANGERS

Ipsos

IPSOS' GLOBAL VOICES OF EXPERIENCE 2023 – ASIA PACIFIC

More than 250 CX / EX professionals

2023: Base 264

14 markets

Australia - New Zealand – Indonesia – Singapore – Malaysia – Vietnam – Thailand – Bangladesh – India - Hong Kong – Japan – China - Philippines - South Korea

11+ sectors

B2B and B2C

THE VALUE OF CX & EX IS RECOGNISED, BUT COMPANIES ARE STILL FALLING SHORT ON DELIVERY

RECOGNITION

52%
of CX professionals agree that companies which continue to invest in CX will outperform competitors

62%
of XM practitioners expect recognition of the importance
of EX & CX in the boardroom
to increase

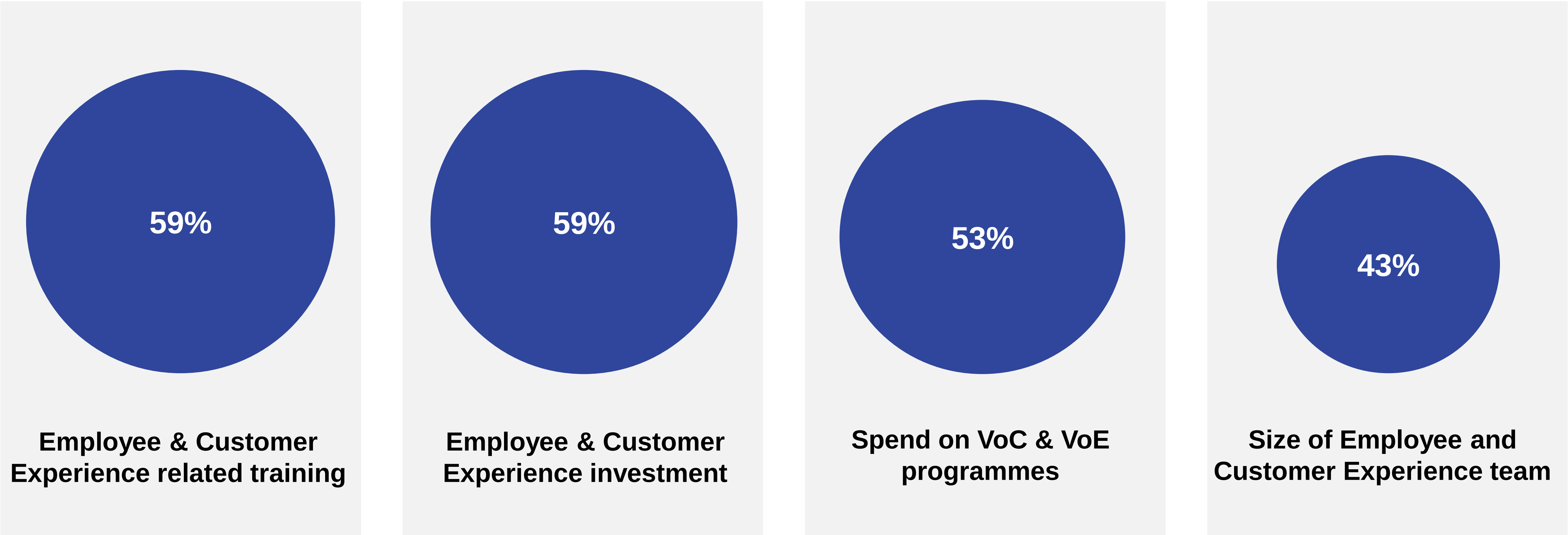
DELIVERY

Only 8%
of CX professionals consider their organisation 'leading', based on Ipsos' CX Maturity framework

BUT 17%
admit that the experiences their organisations are delivering to customers are generally worse than promised

GREATER FOCUS ON CX & EX INITIATIVES CALLED FOR

In next 12 months, increases expected in:



Base: 245 Respondents

GETTING IT RIGHT IS TOUGH!

Trend in CX performance over last 12 months:

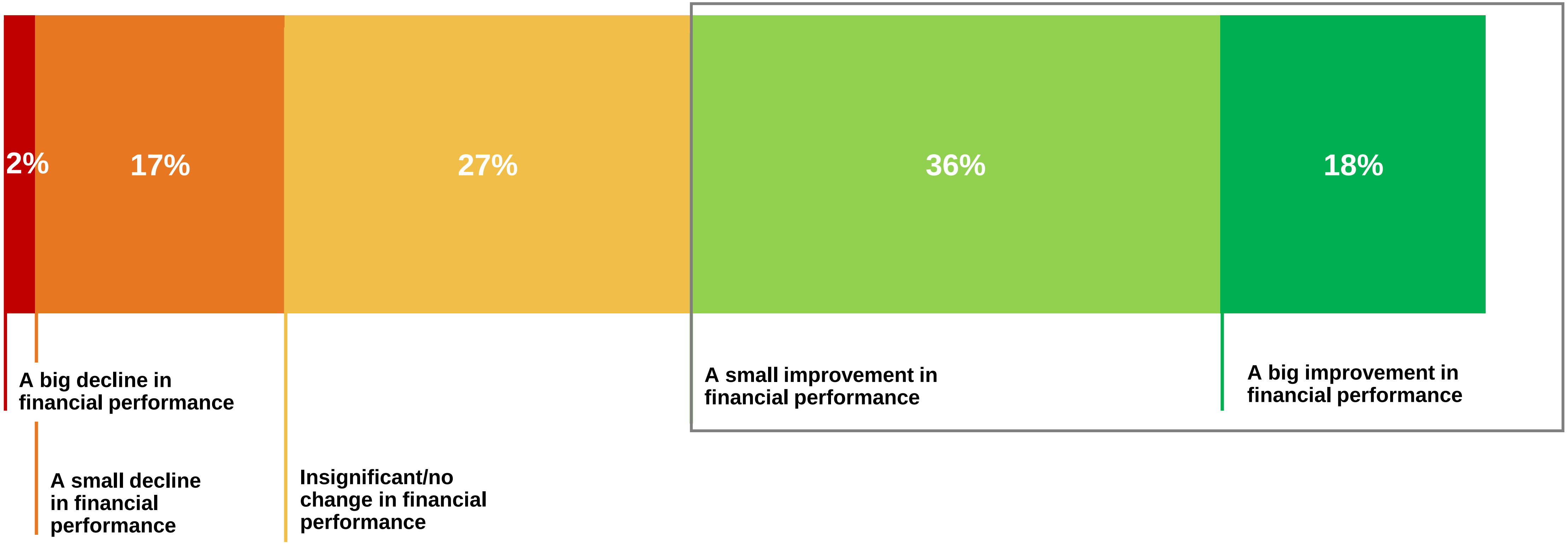
Only **5%** point to a **big improvement** in their CX performance over the past year

18% saw a drop in CX performance

Base: 258 respondents

BUT THOSE THAT DO, SEE THE FINANCIAL REWARDS

An improvement in CX performance:

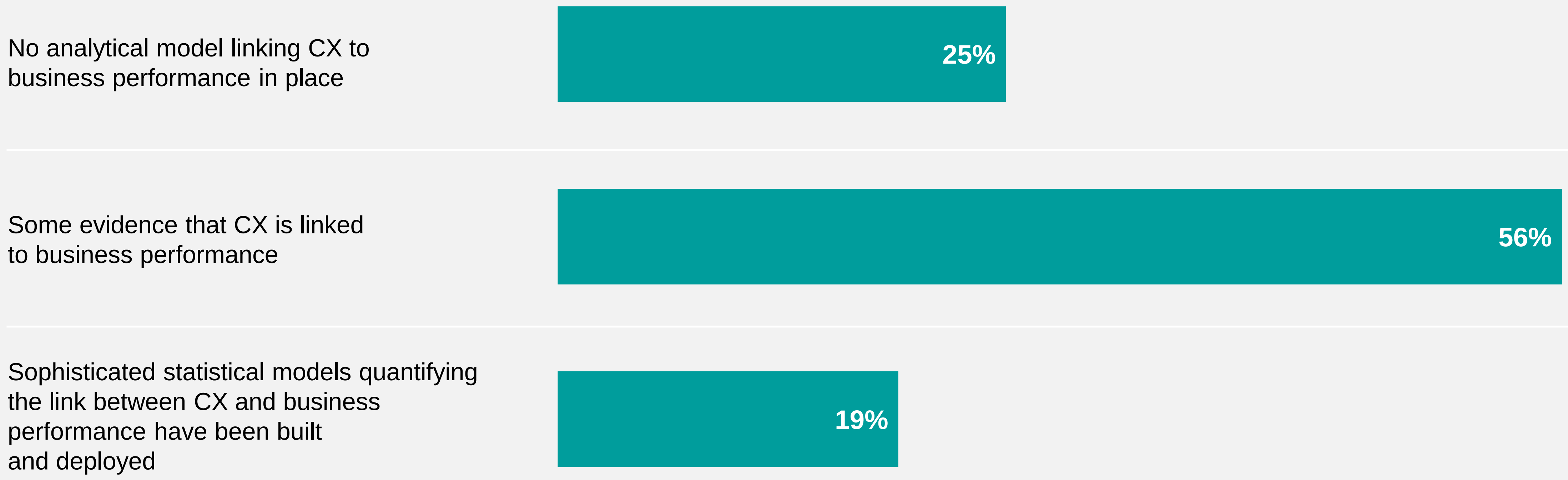


Q: If you track CX performance on a regular basis, what has been the general trend in your CX performance over the last 12 months?
Q: What has been the general trend in your organisation's financial performance over the last 12 months?

Base: 261 respondents

STILL ONLY VERY FEW HAVE TRULY UNLOCKED THE POWER OF LINKING CX TO BUSINESS PERFORMANCE; TO ROCXI

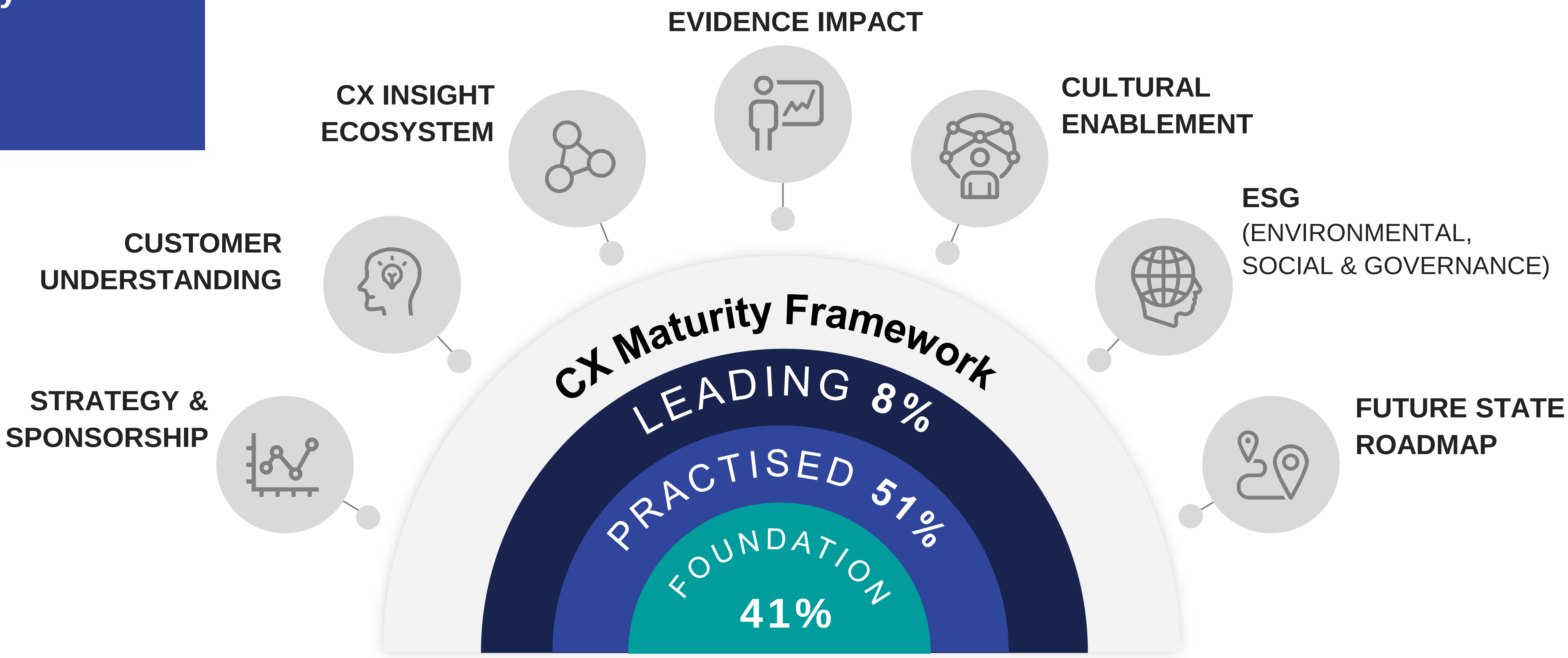
Analytical models used to quantify impact of CX on business:



Base: 260 respondents

CX MATURITY SLOWLY ADVANCING

Ipsos CX Maturity framework:
7 components
3 maturity levels



Base: 255 Respondents

GAP IS CLOSING BETWEEN B2B AND B2C

CX maturity levels:

Base: B2C 114 respondents – B2B 88 respondents

ROOM TO IMPROVE ACROSS ALL CX COMPETENCIES, BUT ESPECIALLY ESG AND EVIDENCE IMPACT

	Foundational	Practised	Leading
CX Strategy and Sponsorship	**38%**	**54%**	**8%**
Customer Understanding	**31%**	**55%**	**14%**
CX Insight Ecosystem	**36%**	**49%**	**15%**
Evidence Impact	**43%**	**44%**	**13%**
Cultural Enablement	**37%**	**47%**	**16%**
ESG (Environmental, Social and Governance)	**46%**	**42%**	**12%**
Future State Roadmap	**38%**	**48%**	**14%**

Base: 253 respondents

THE CASE ACROSS THE BOARD IN ESG

Strongly agree that organisation:

Practises good governance with regard to tax strategy, executive remuneration, donations/lobbying, corruption/bribery, and board structure/diversity	20%
Delivers inclusive and equitable customer experience to all customers, regardless of gender, ethnicity, sexual orientation or disability	19%
Provides an inclusive and equitable environment for all employees, regardless of gender, ethnicity, sexual orientation or disability	17%
Ensures employees are given sufficient opportunity to look after their mental and physical health	16%
Uses and maintains environmentally sustainable practices	14%
Demonstrates ESG commitments through experiences deliver to customers	13%
Works only with third party suppliers, partners or other companies committed to environmentally sustainable practices	6%

Base: 264 respondents

For guidance:

Embedding ESG in Experience

KEY TAKEAWAYS

1.

CX practitioners' top priorities:

- Develop CX strategic roadmap
- Personalisation
- Close brand promise gap

2.

AI and Tech among main challenges faced

3.

EX and CX slowly coming together, but in infancy

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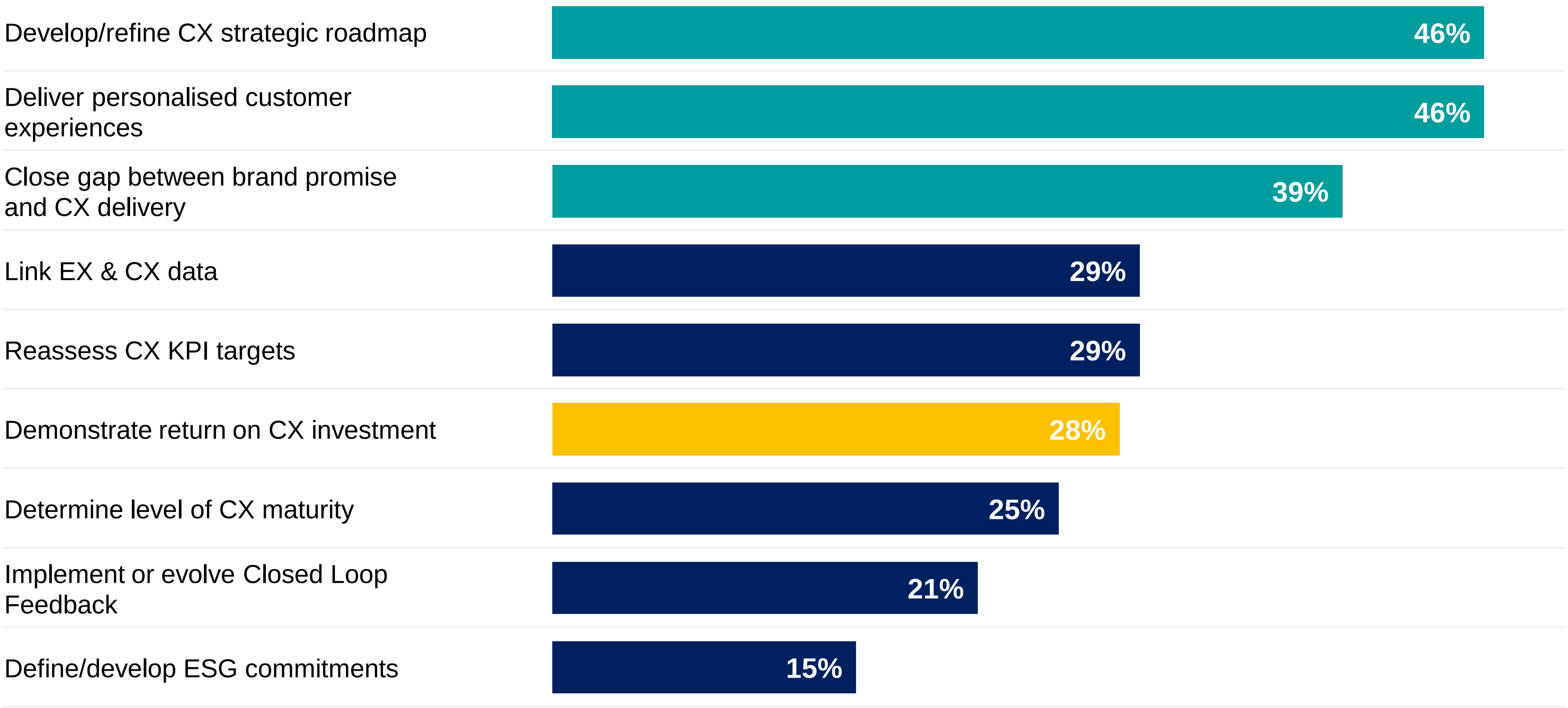
CX PRACTITIONERS' TOP PRIORITIES

Top three priorities over next 12 months:

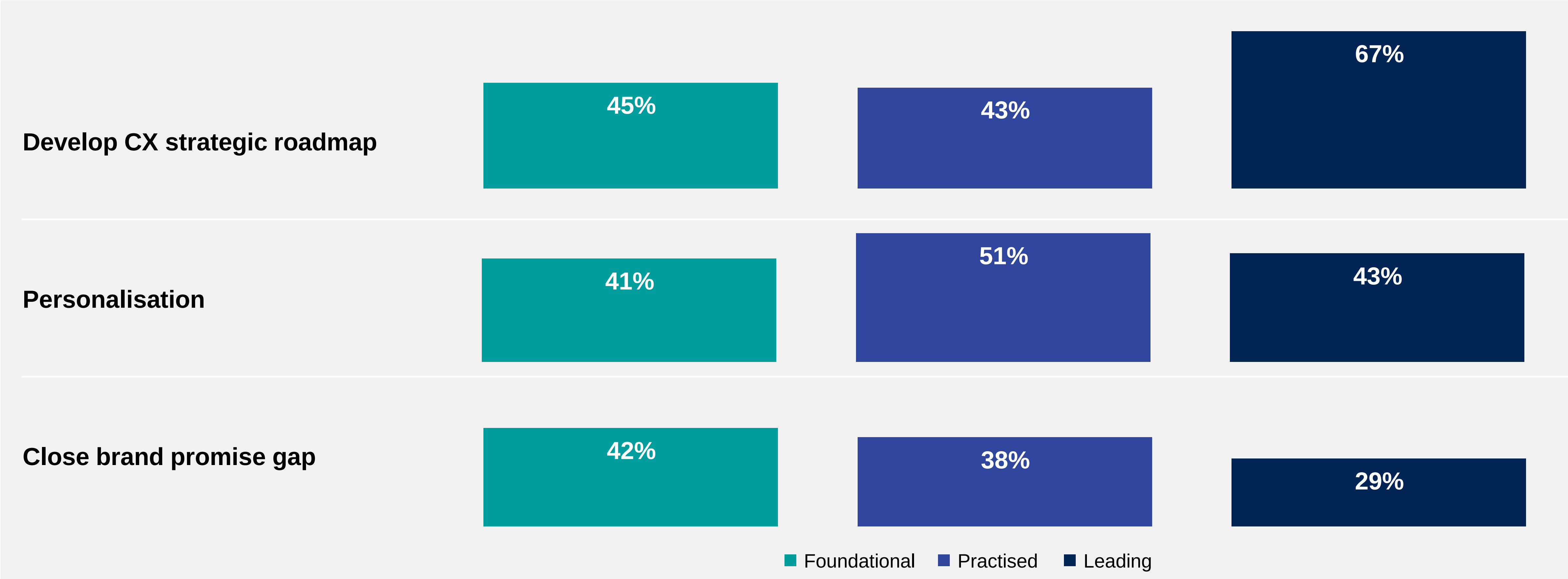


Base: 255 respondents

For guidance:

[Rewiring your CX DNA | Ipsos]

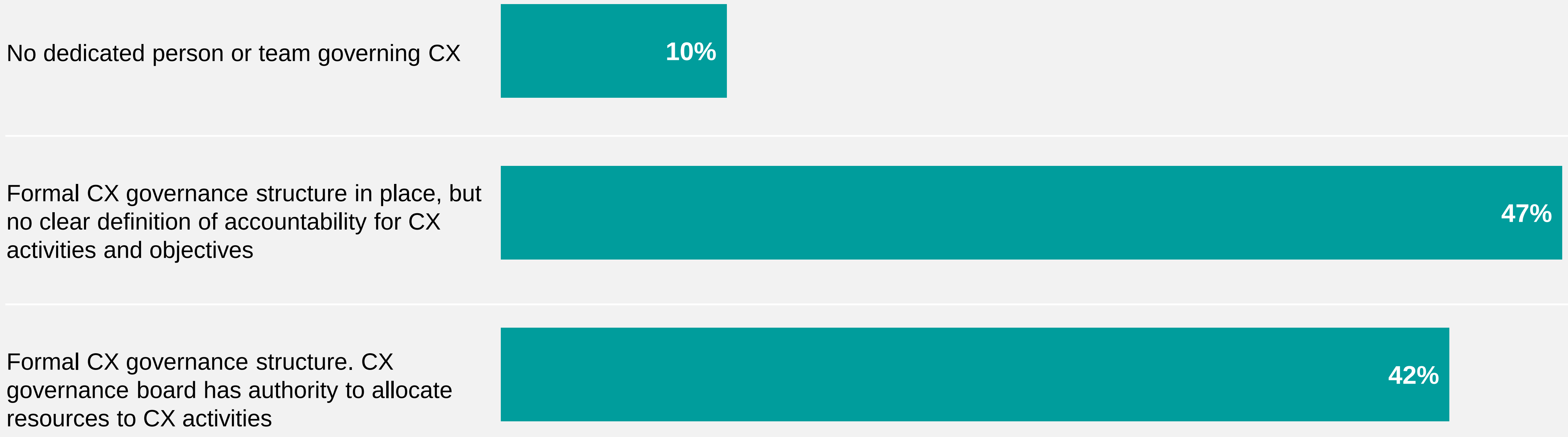
EMPHASIS DIFFER ON THE TOP THREE ACROSS CX MATURITY LEVELS



Base: 255 respondents

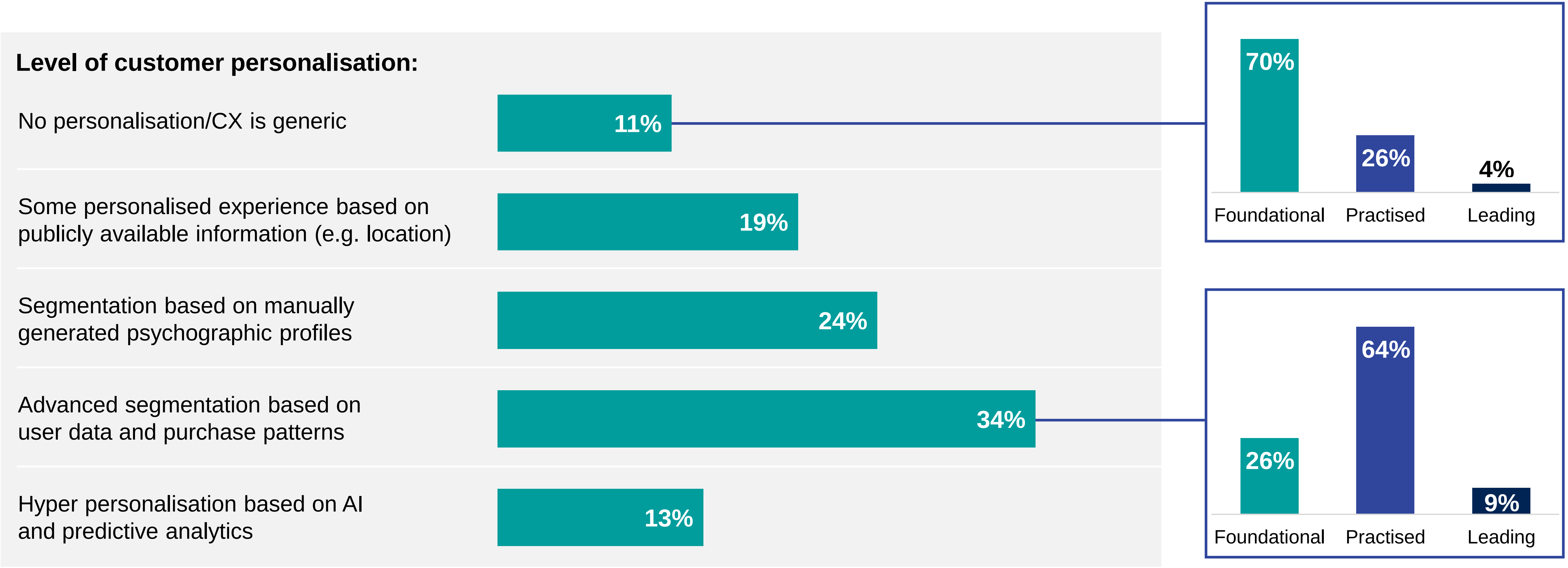
FORMAL GOVERNANCE STRUCTURE REQUIRED IF CX ROADMAP IS TO DELIVER

CX governance in place:



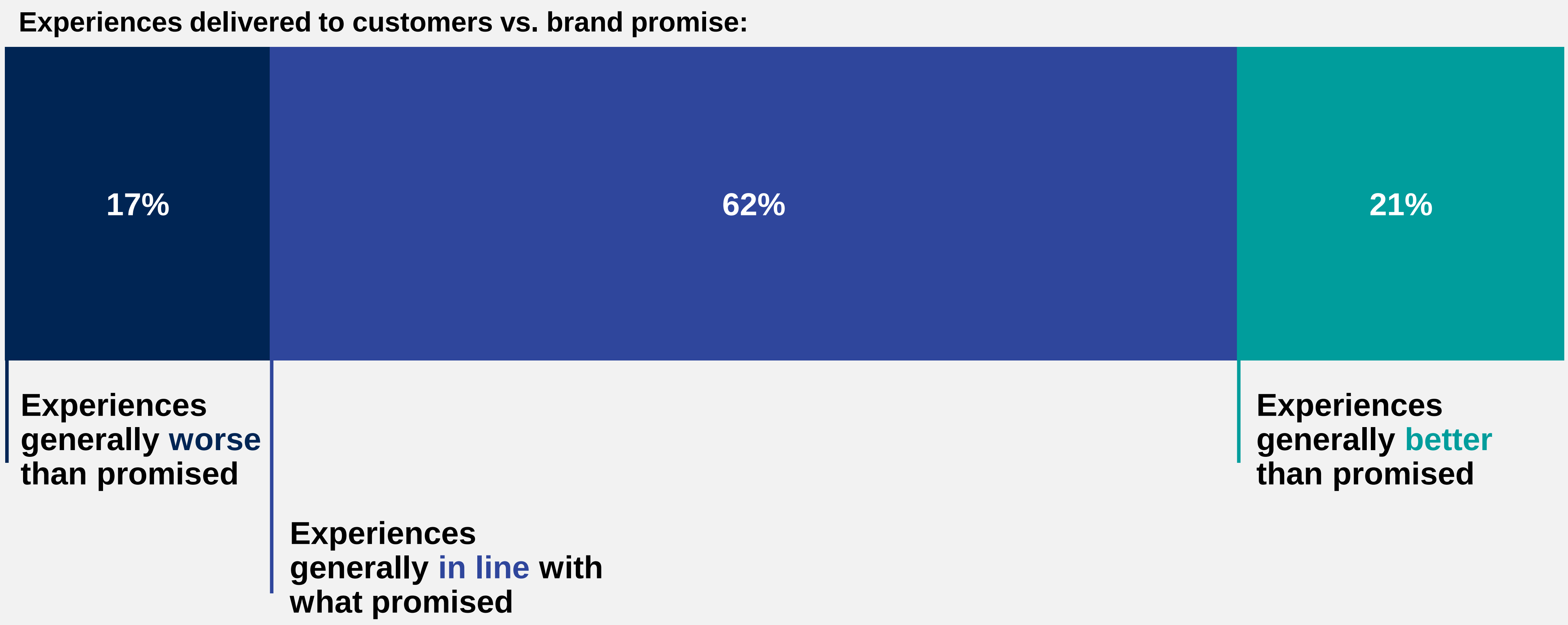
Base: 260 respondents

INVESTMENTS IN PERSONALISATION ARE EVIDENT ACROSS MATURITY LEVELS



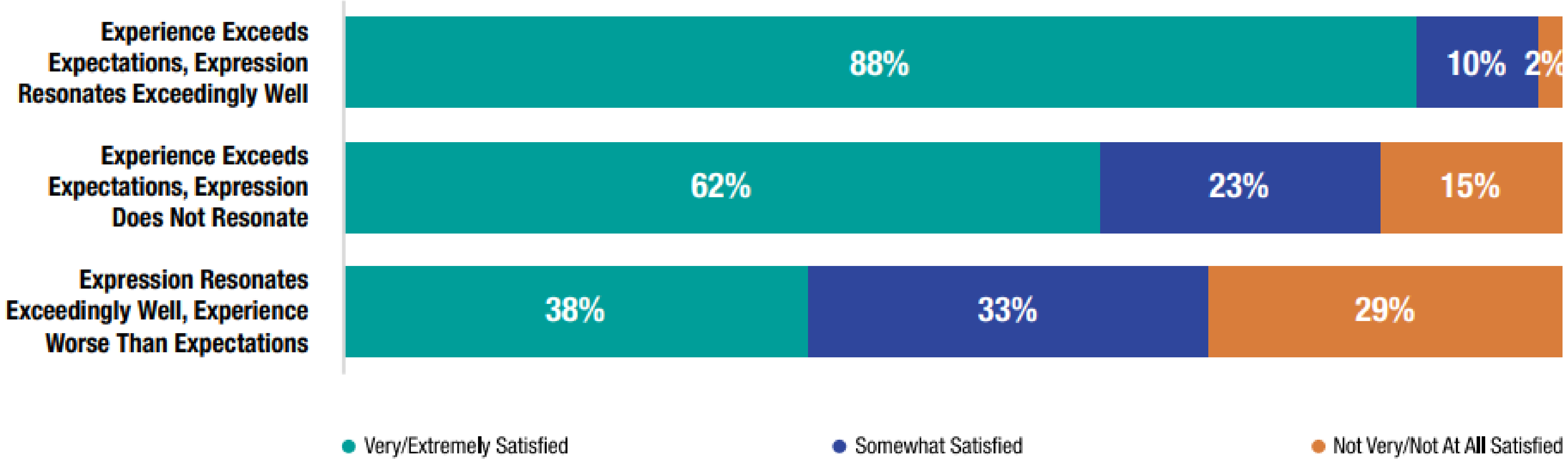
Base: 259 respondents

IMPROVEMENT IN THE BRAND PROMISE DELIVERY GAP WITH NEARLY TWO-THIRD DELIVERING AS PROMISED



Base: 242 respondents

BRAND EQUITY AND EXPERIENCE MATTER, BUT EXPERIENCE IS WHAT DRIVES HIGHER SATISFACTION



Source: Ipsos Brand & CX Success: 3 E's of Excellence May 2023

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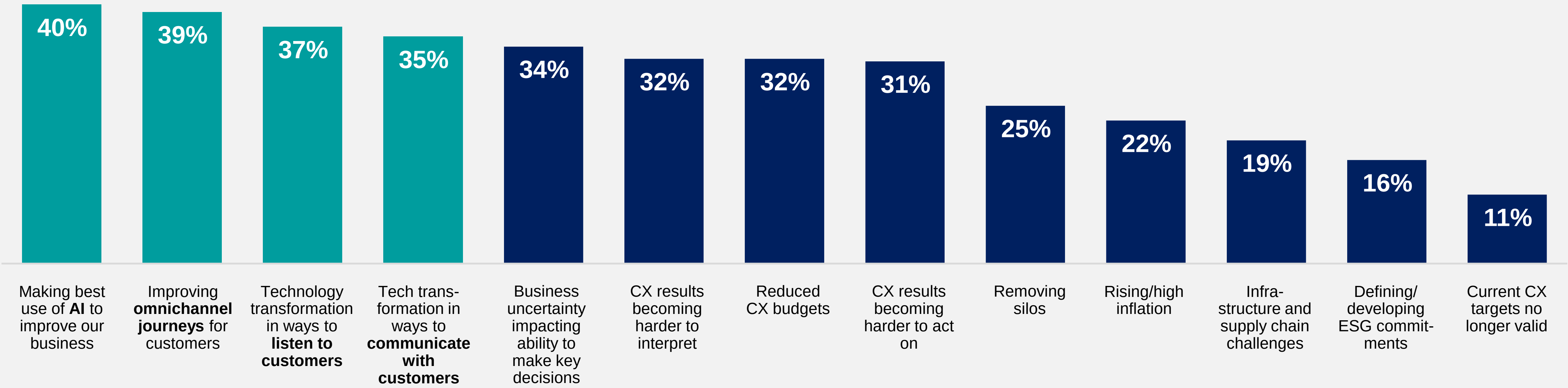
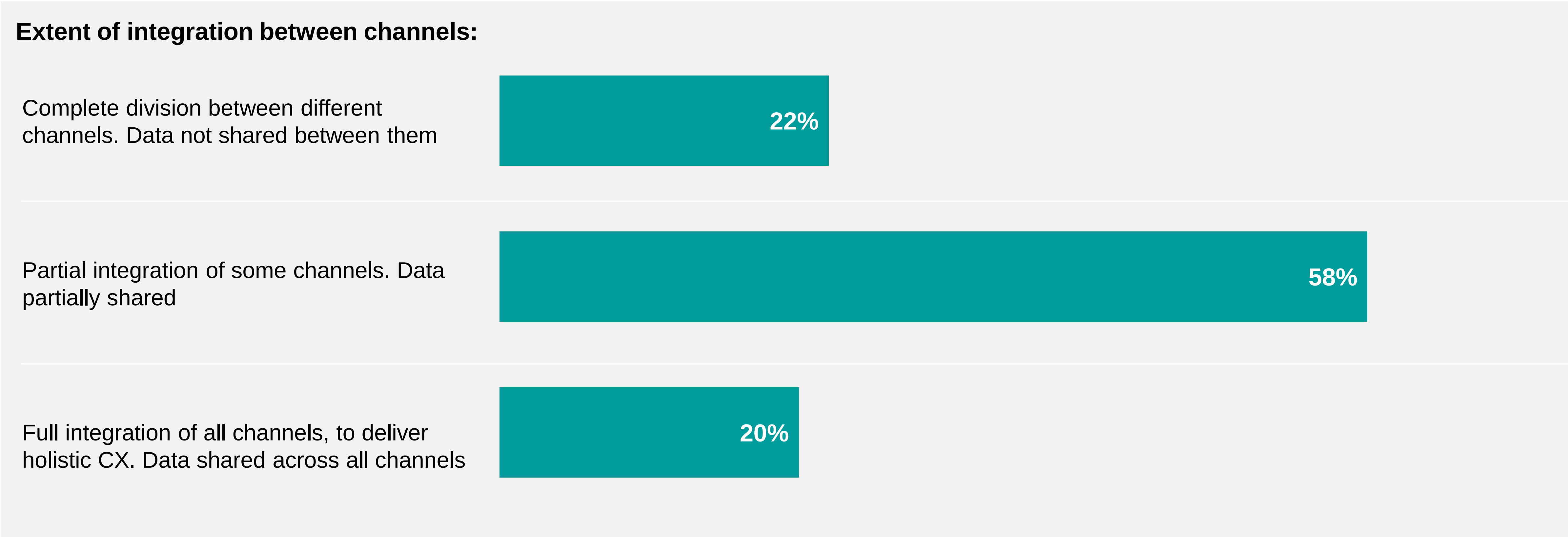
AI AND TECH MAIN CX CHALLENGES AND FUNDAMENTAL ISSUE IN OUR CHANNEL CONVERGENT WORLD

Challenges anticipated in next 12 months:



Base: 261 respondents

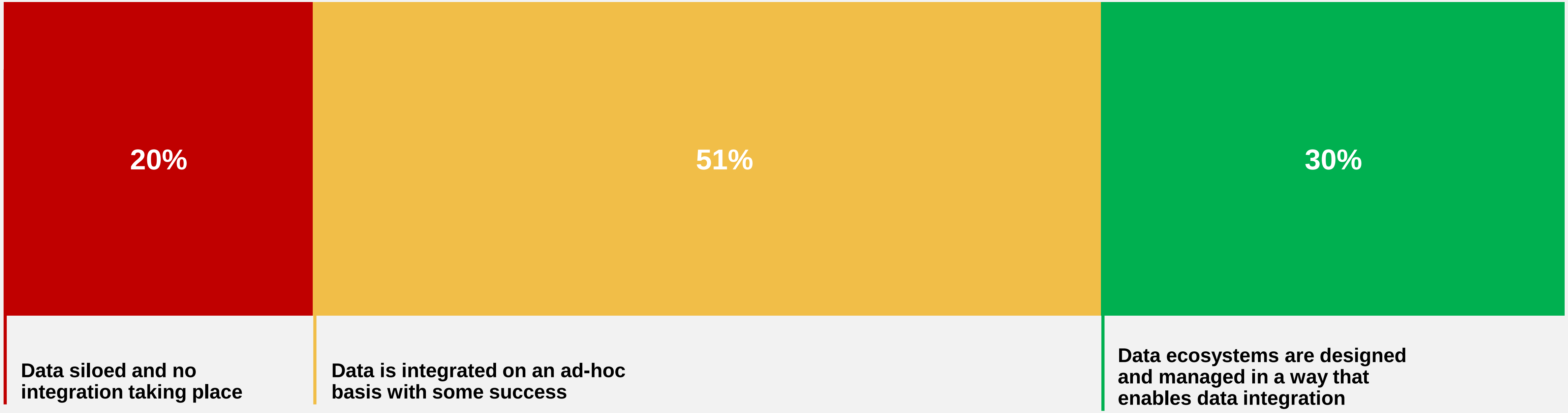
OMNICHANNEL JOURNEY REQUIRES FULL INTEGRATION OF CHANNELS – NOT A GIVEN



Base: 260 respondents

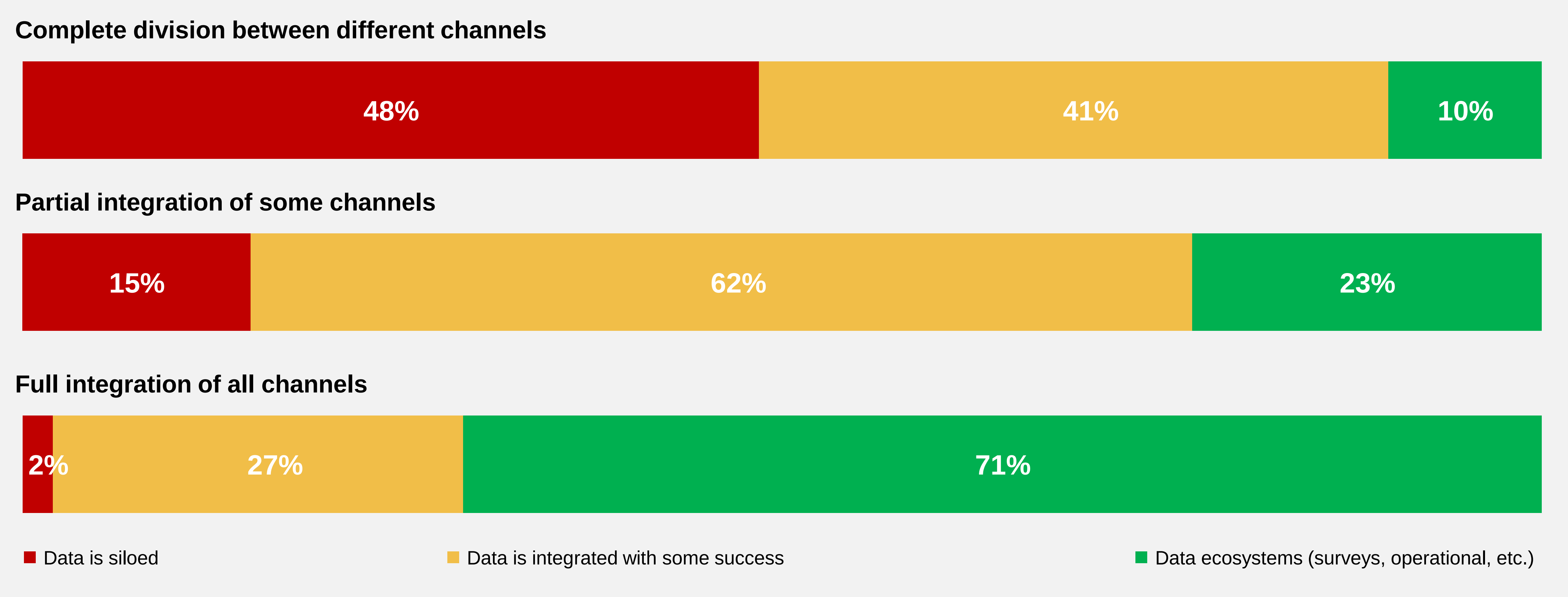
AND DATA MANAGEMENT STILL PRESENTING CHALLENGES

Extent of integration between different data/information (survey, operational, customer/CRM and financial):



Base: 261 respondents

CHANNEL INTEGRATION RELATES, OF COURSE, TO DATA INTEGRATION



Base: 984 respondents

Only 14% fully meet the main conditions to deliver omnichannel experience

Extent of integration between channels:

Full integration of channels, to deliver holistic Customer Experience. Data is shared across all channels

\+

Extent of integration between different data/information:

Full integration of data: Data ecosystems are designed in a way that enables data integration

Governance with accountability is the prerequisite to success

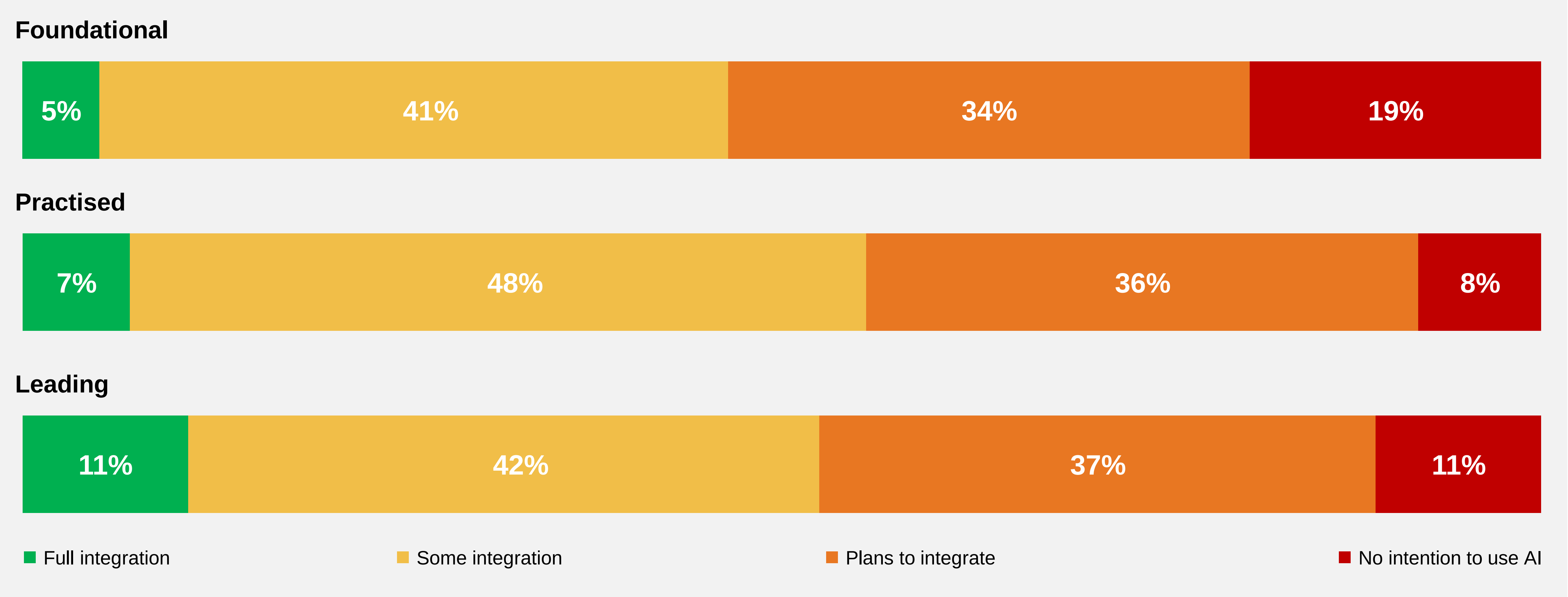
	No dedicated person or team governing CX	A formal governance structure is in place, but no clear definition of accountability for CX activities and objectives	There is a formal governance structure in place with clear accountability and objectives
No channel integration; data is siloed	19%	**63%**	17%
Partial channel integration; some data integration success	13%	51%	36%
Full integration of channels; complete data eco-systems	0%	30%	**70%**

AI INTEGRATION AT VERY EARLY STAGE

Current level of AI integration in business:

Base: 241 respondents

EXTENT OF AI INTEGRATION DEPENDS ON MATURITY STAGE



Base: 235 respondents

HOW IS ARTIFICIAL INTELLIGENCE USED IN EXPERIENCE MANAGEMENT?

We used Ipsos Facto, Ipsos' Generative AI tool that integrates OpenAI GPT and Google PaLM2 to better understand what Experience professionals had to say

PUTTING AI TO WORK

Data Analysis

AI is being utilised to analyse and extract insights from large amounts of data. This ranges from sentiment analysis to predicting future customer behaviours.

“To perform semantic analysis of verbatim and predict incidents on our network“
Telecom - France

“Analytical models that allow us to know when a customer is at risk of desertion, (and) there are loyalty models understanding needs and preferences” **Financial Services - Colombia**

Personalisation of Customer Experience

AI is helping businesses obtain insights from their customers to personalise their interactions based on their behaviours, preferences, and purchase history.

“AI strongly applies to customer credit scoring, thereby helping the bank offer the right limit package, streamlining the paperwork process”
Financial Services - Vietnam

Support Employees

Used to support employees in problem-solving and in their training, aiming to improve efficiency and productivity.

“Will help workers do menial tasks more quickly, to focus on strategic initiatives”
Telecom - USA

“In employee management, through climate surveys. ”
Telecom - Chile

Virtual Assistance

Chatbots or virtual assistants to interact and assist customers in real time.

“Is used for service efficiencies (chat bot) and A/B testing”
Retail - Italy

“Chatbots (avatars) are used so that customers can interact easily with us”
Banking - New Zealand

KEY TAKEAWAYS

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CX practitioners' top priorities:

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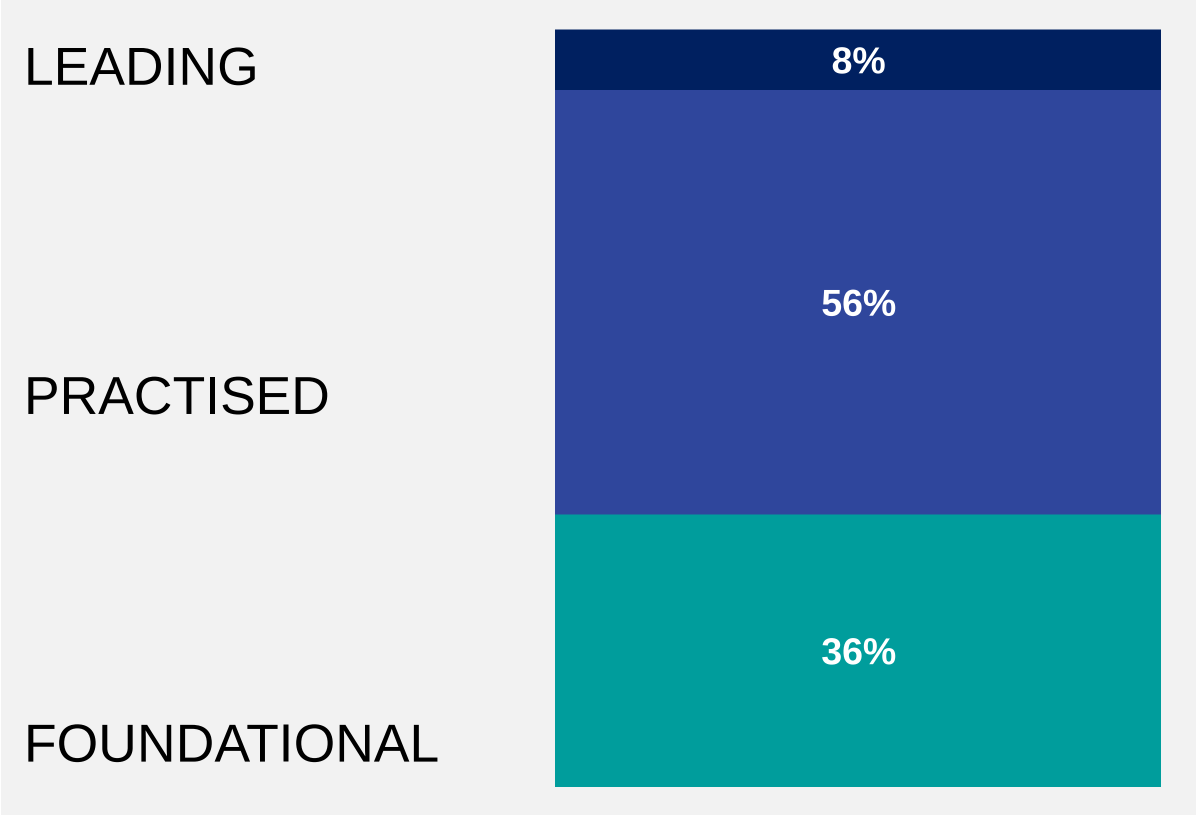
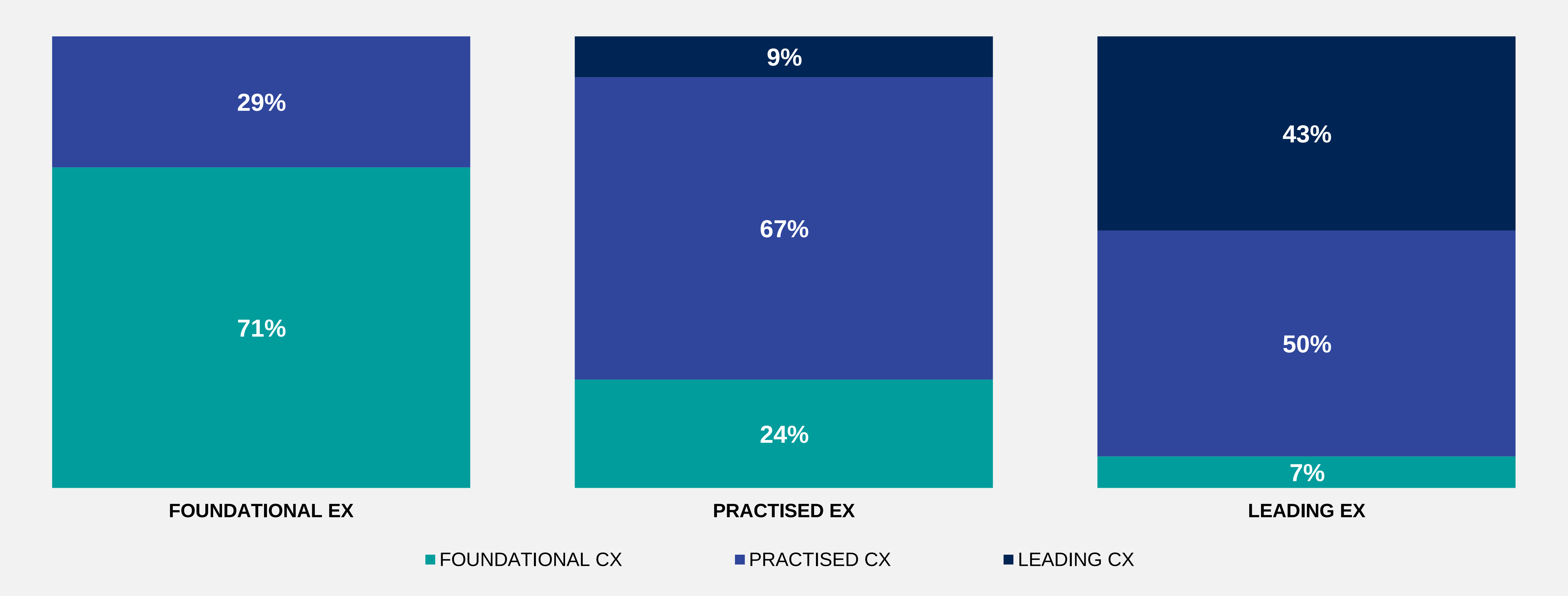
LOW LEVEL OF EX MATURITY



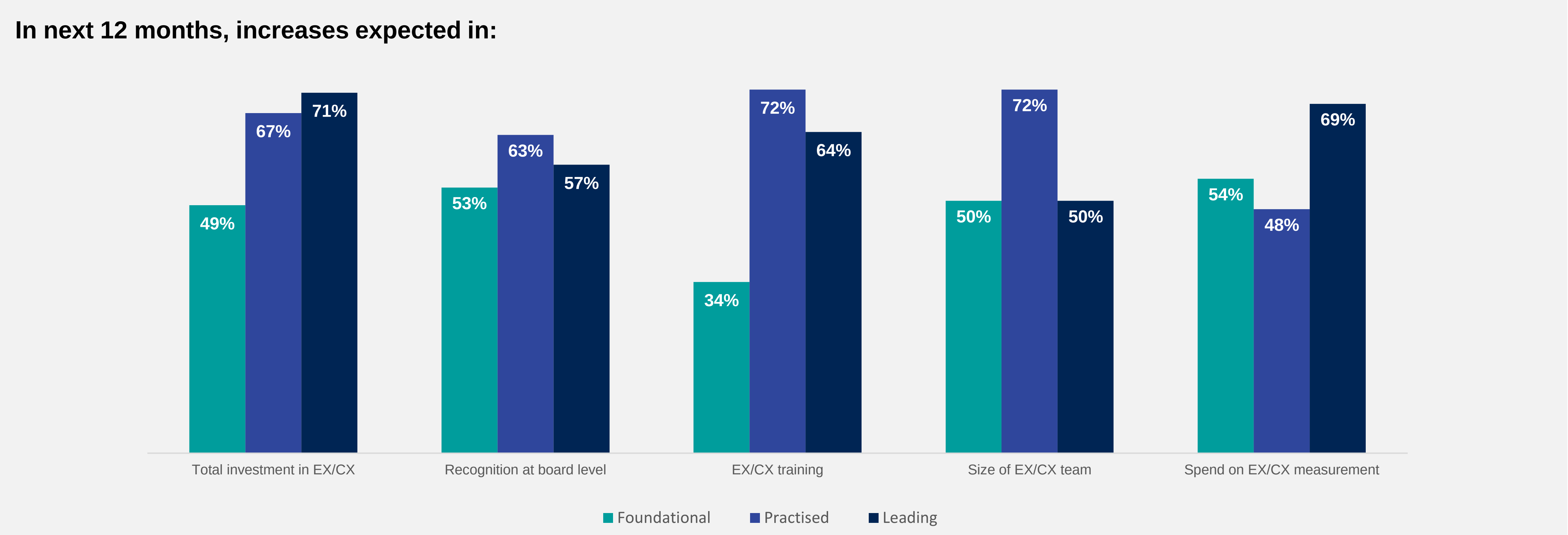
Base: 167 respondents

EX LEADERS SIGNIFICANTLY MORE LIKELY TO BE CX LEADERS



Base: 162 respondents

EX PRACTITIONERS, POINTING TO INCREASED INVESTMENT



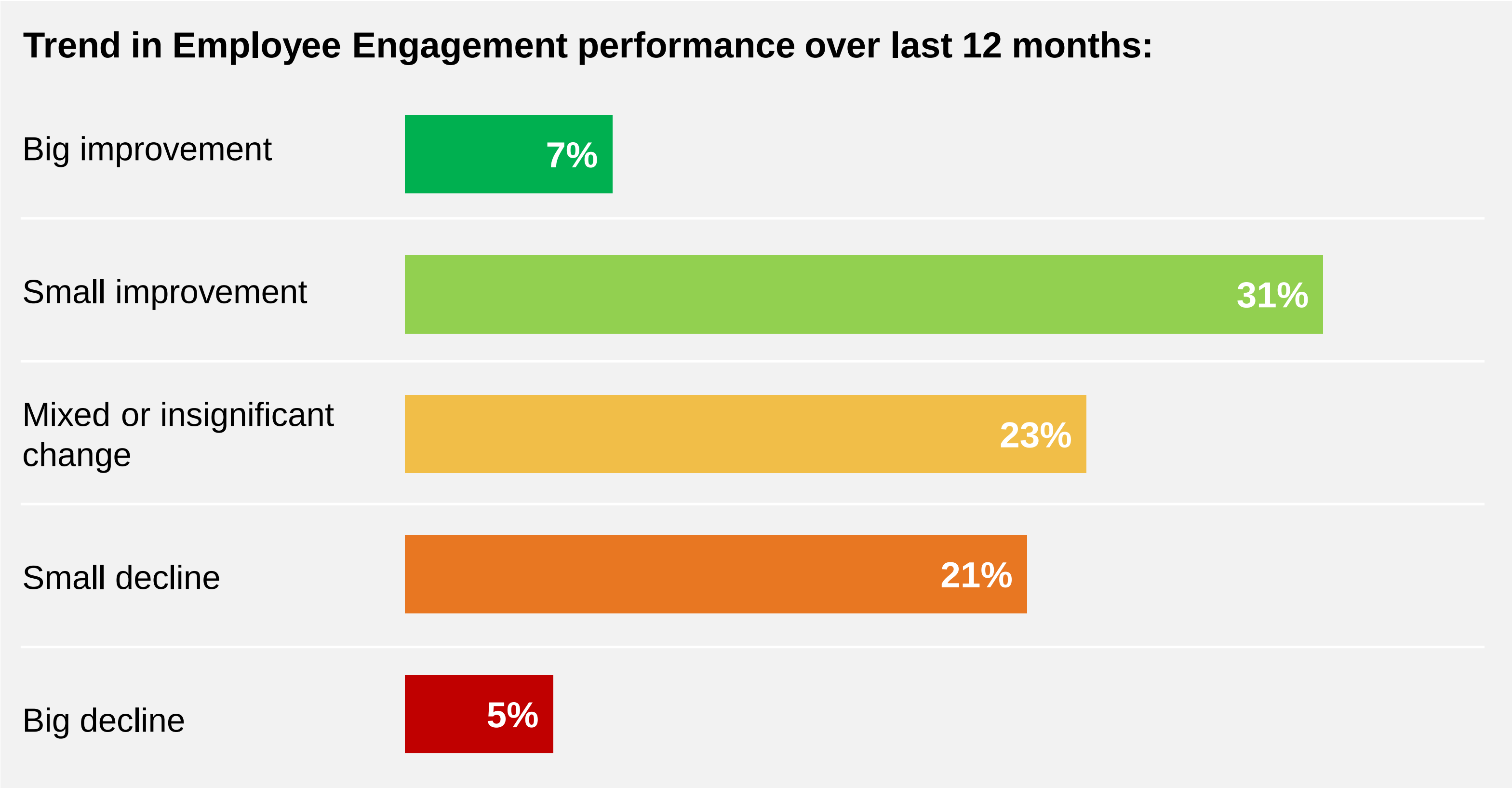
Base: 167 respondents

BETTER LINKING EX AND CX DATA IS A DOMINATING TREND IN EX CHALLENGES FACED

Top three priorities over next 12 months:

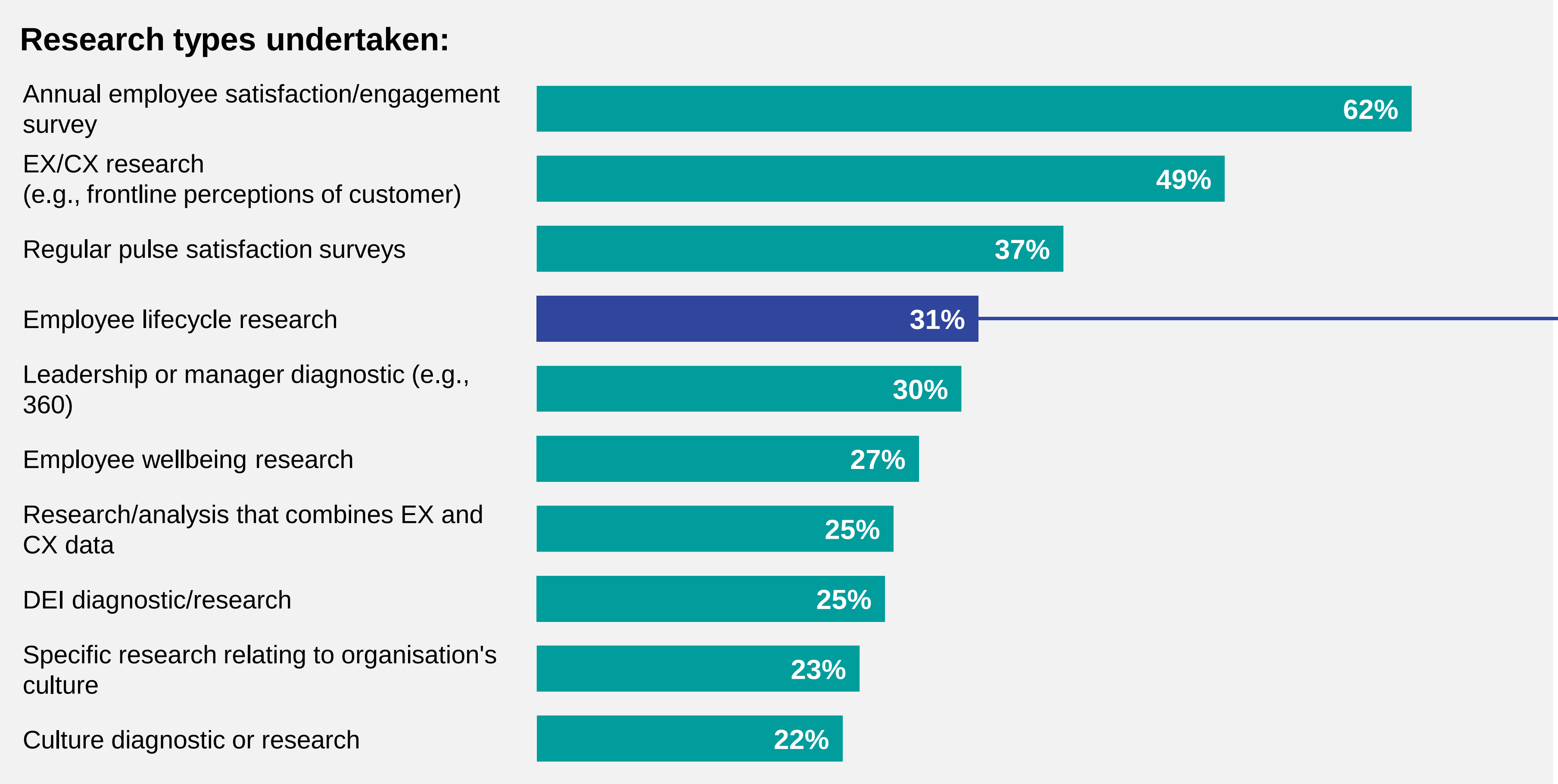
Base: 167 respondents

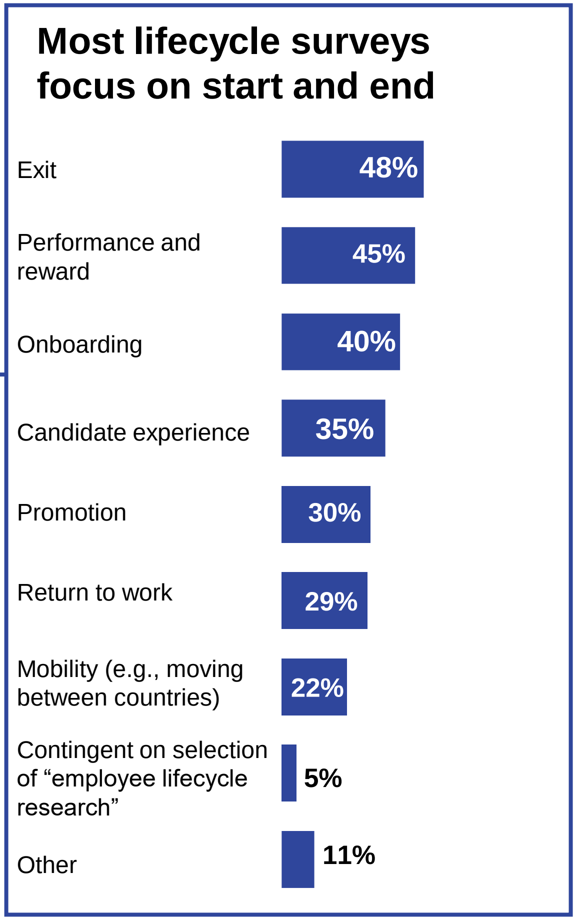
MIXED TRENDS IN ENGAGEMENT PERFORMANCE



Base: 166 respondents

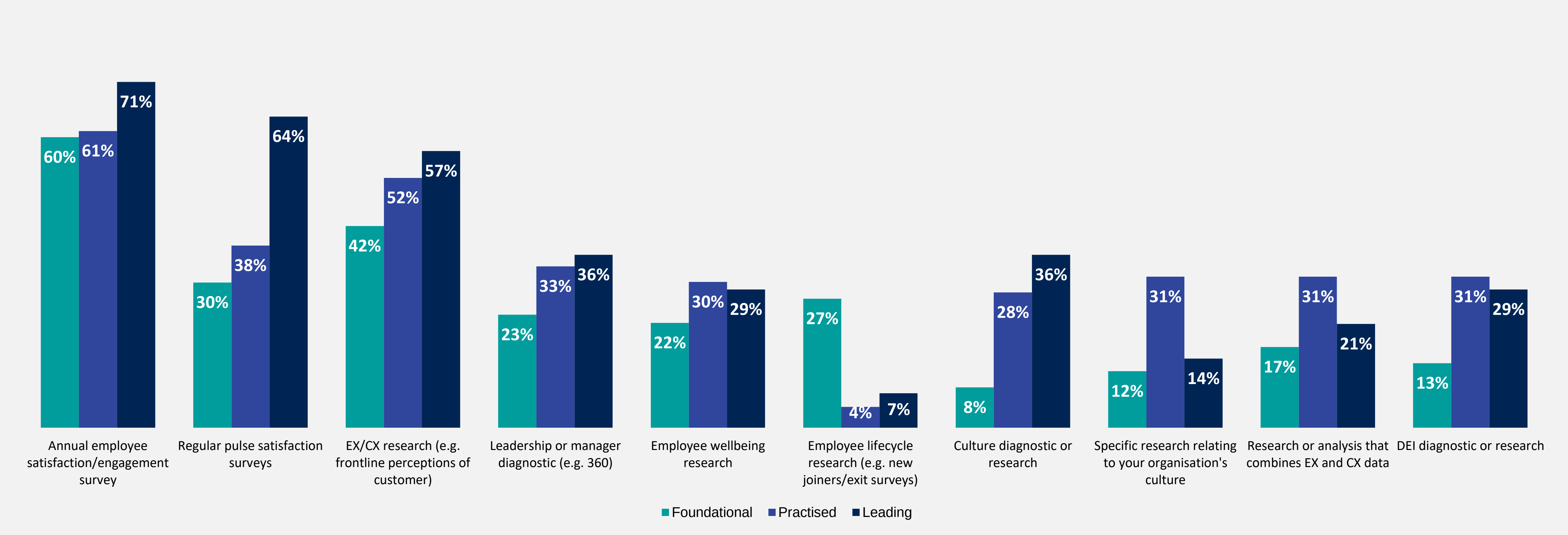
ANNUAL ENGAGEMENT RESEARCH STILL THE NORM





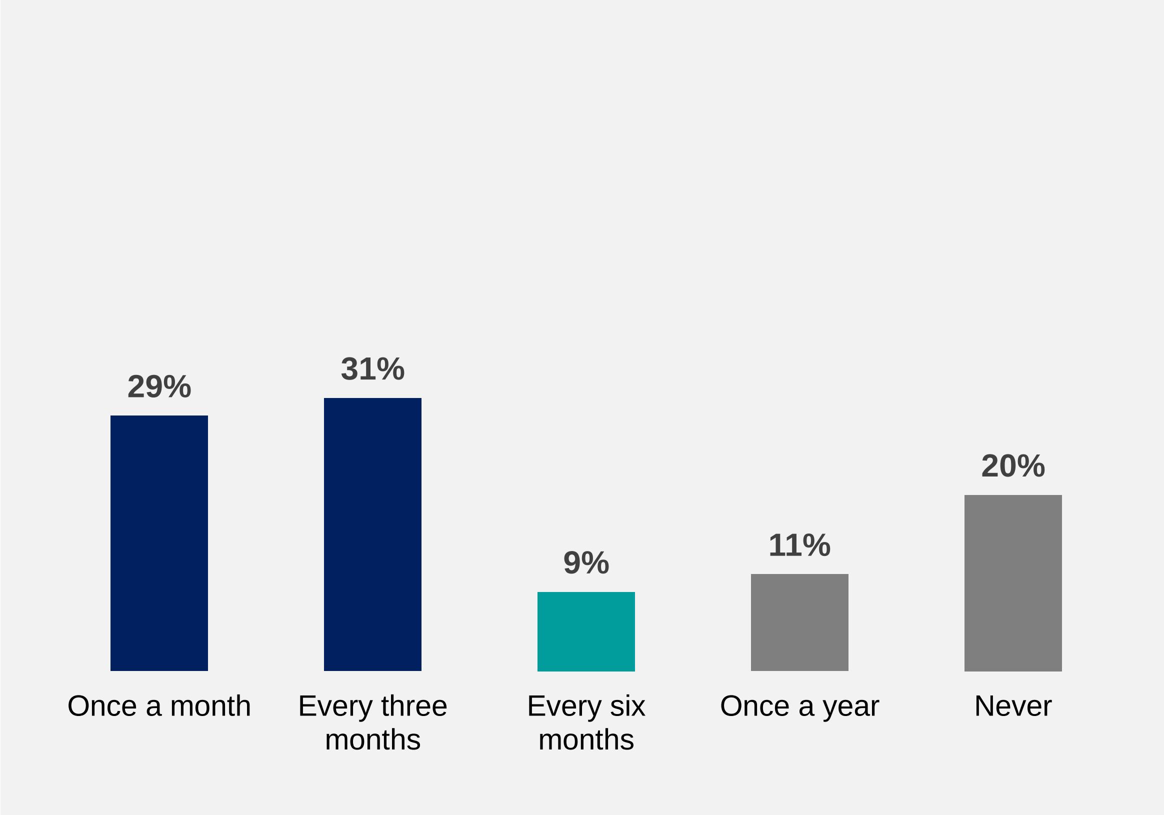
Base: 167 respondents

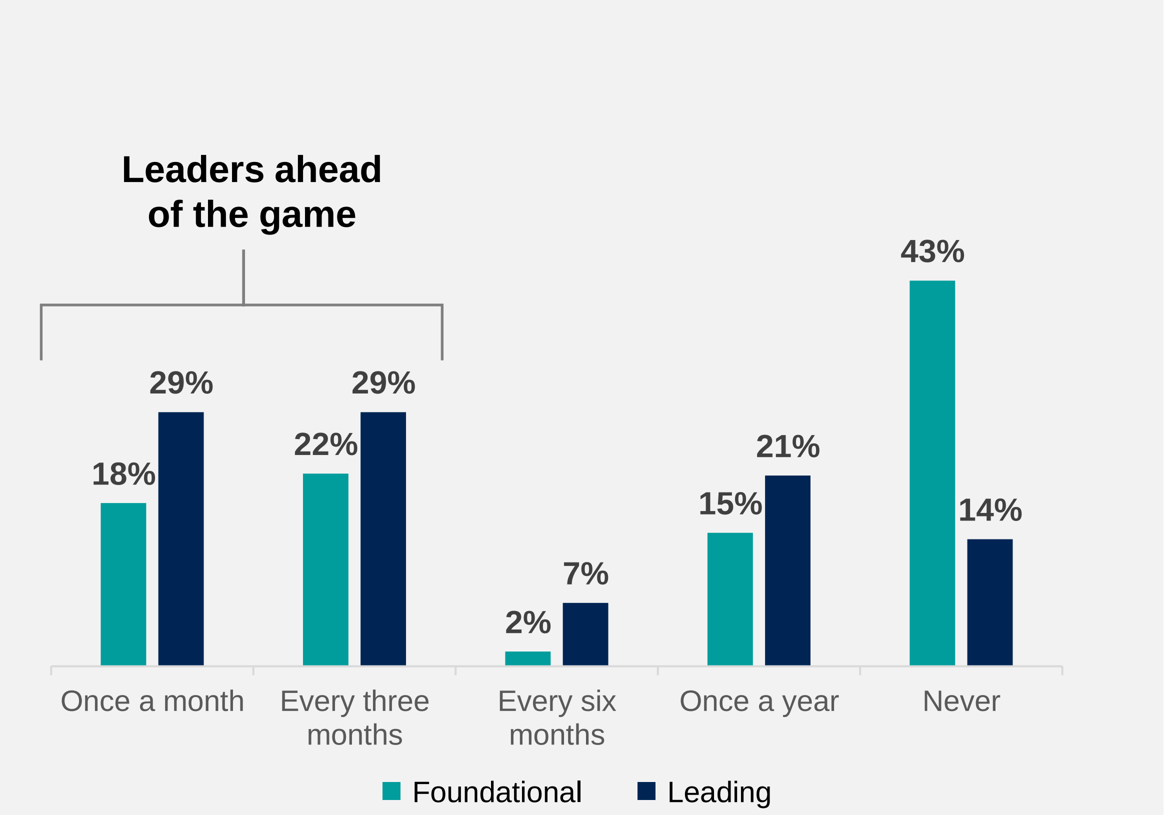
EX MATURE ORGANISATIONS USING MORE DIVERSE MIX OF METHODOLOGIES



Base: 162 respondents

1 IN 5 EX ADMIT THAT EX & CX DATA SETS ARE NEVER ANALYSED IN IN TANDEM





Base: 167 respondents

LESS THAN 1 IN 3 EX PROFESSIONALS CAN POINT TO STRONG, ONGOING COLLABORATION BETWEEN EX & CX

Extent of collaboration between CX & EX:

Base: 167 respondents

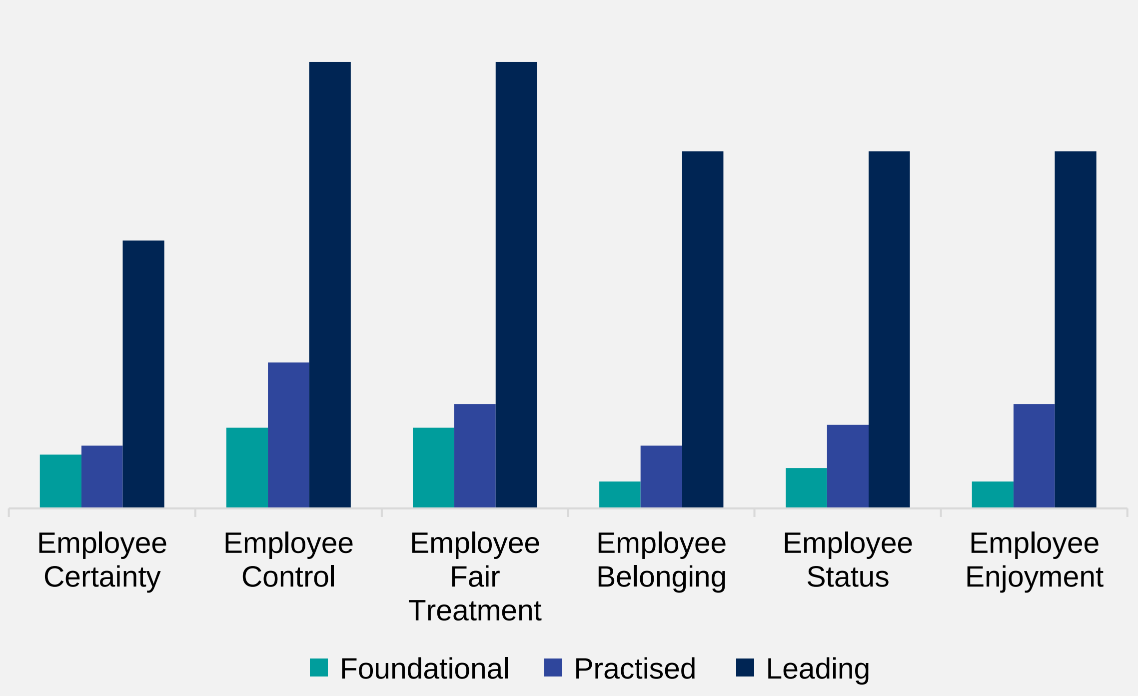
INTRODUCING THE FORCES OF CX: EMBEDDING A CUSTOMER CENTRIC CULTURE BUILT ON EMPATHY

For guidance:

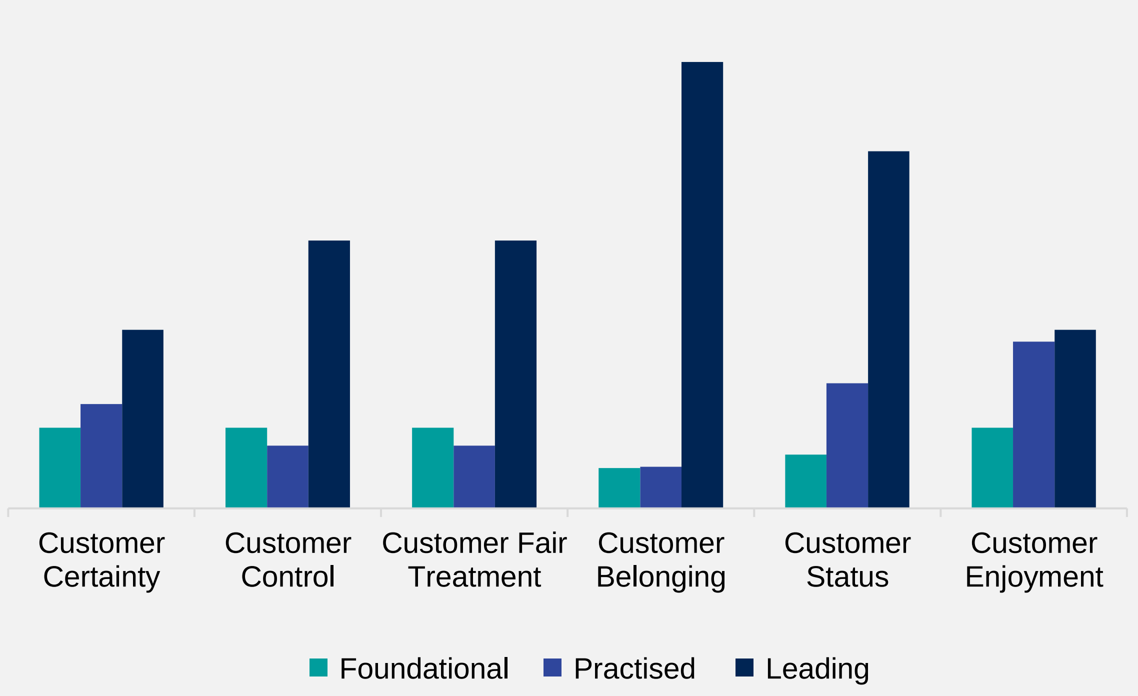
[The Forces of CX | Ipsos]

EX LEADERS FAR MORE LIKELY TO PERFORM WELL ON DRIVERS OF EMOTIONAL ATTACHMENT – AMONG BOTH EMPLOYEES AND CUSTOMERS

% strongly agree

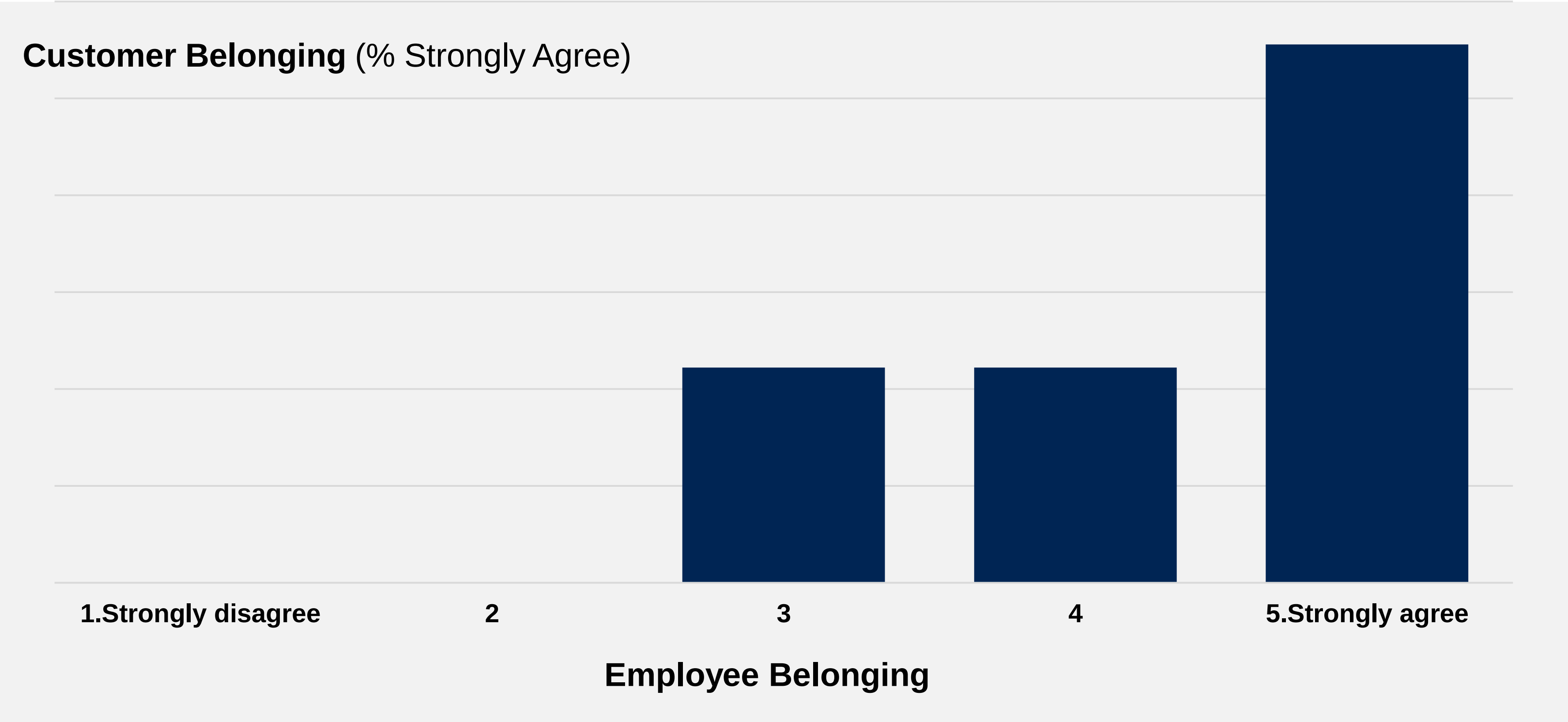


% strongly agree



Base:167 respondents

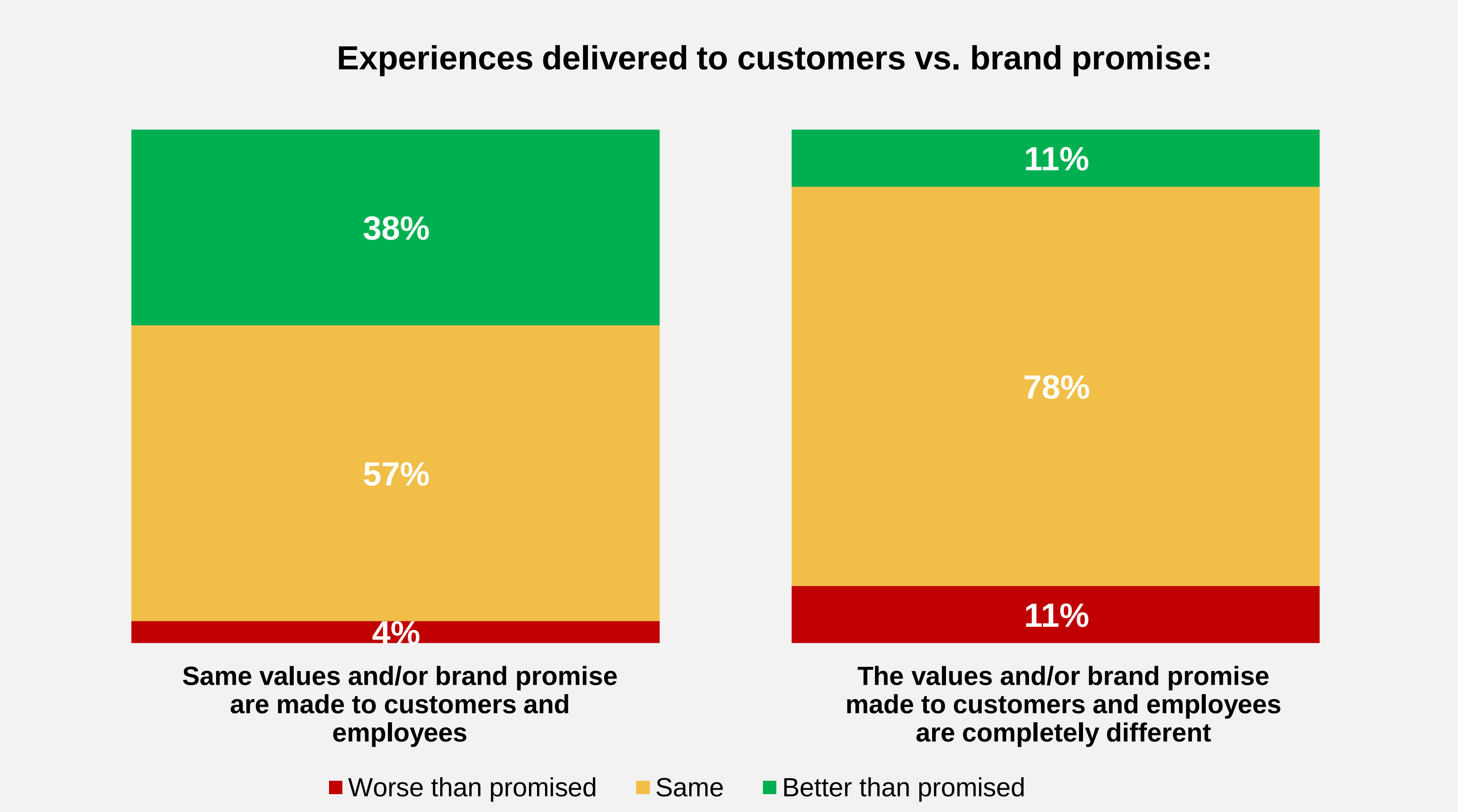
THE EMPLOYEE CUSTOMER RIPPLE EFFECT: DOING THE RIGHT THING BY EMPLOYEES IS DOING THE RIGHT THING BY CUSTOMERS



Base: 167 respondents

BRAND, CUSTOMER AND EMPLOYEE EXPERIENCE NEED TO BE ALIGNED AROUND A CORE PURPOSE AND VISION.

Failure to deliver on brand promise to customers 3X higher when CX and EX not aligned



Base: 167 respondents

LET'S GET IT TOGETHER…FOR THE GOOD OF OUR PEOPLE, OUR CUSTOMERS, OUR BUSINESSES

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THANK YOU.

To improve your Customer and Employee Experience please contact sara.pike@Ipsos.com

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Ipsos