

# The Three Pillars of Customer Experience Management



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# Introduction

The importance of delivering on customer expectations

# Introduction

A prospective customer receives dozens of inputs that help them define their expectations of a company. From advertisements, to sales conversations, to referrals from friends and family, customers use these signals to build an idea of the value your company delivers.

Marketing teams across the world spend hundreds of billions of dollars to set high expectations in order to attract new customers. Buy our product, says marketing, and you'll look just like a supermodel. Use our product, they claim, and you'll become the next Amazon. In a world where a competitor is only a Google search away, it can feel like we need to promise the moon and the stars to close the deal.

Customer expectations are higher than ever. And this causes problems when it comes to businesses actually meeting those expectations.

Because while businesses want to acquire new customers, they also want to retain them. All businesses have a set of desired outcomes or goals they want to achieve. This might be something as simple as a revenue goal, or as specific as an increase in Net Promoter Score. Achieving these goals is what fuels business growth. But to achieve these goals, businesses have to meet the expectations their customers have.



**Customer experience is the delta between the customer's expectation, and the performance a company delivers.**

McKinsey

To get from new customer to repeat customer, businesses need to provide a customer experience that meets the expectations marketing has set.

Customer experience is the delta between the customer's expectation, and the performance a company delivers.

That means you have two options to improve the customer experience. You can either decrease or clarify the expectations the customer has, or improve the performance your company delivers. For example, consider that a customer is expecting next-day delivery, but their order actually arrives three days late. That's a very poor customer experience. However, if the customer was expecting the order to arrive in five days and it arrived two days early, that's a very good experience.

As it stands, companies today aren't meeting the expectations of customers very often. **In a Bain & Company survey of the customers of 362 companies, only eight percent described the experience they received as “superior”.**

In many ways, it's all in their head. The customer's perception of performance matters much more than the business'. Similarly, the only expectations that matter are the ones the customer holds.

You've heard all the stats before. Eighty-six percent of customers are willing to pay more for a better customer experience Competitive Enterprise Institute (CEI). Sixty-nine percent of customers switch brands due to real or perceived poor experience (Michaelson & Associates). Ninety-one percent of unhappy customers will not willingly do business with you again (Lee Resources). But these stats, while worrying, don't illustrate the true cost of ignoring customer experience.

In today's vastly connected world, customer experience is the biggest differentiator companies have when it comes to beating the competition. Competing on price leads to smaller and smaller profit margins. It's possible to compete on product, but often difficult to stand out in crowded marketplaces. In the face of more easily accessed competition, customer experience is a much more important differentiator for companies that are at risk of becoming commoditized.

And investing in customer experience yields results. A great customer experience leads to increasingly loyal customers, who continue to purchase and recommend you to friends and family. A poor customer experience means working twice as hard to acquire new customers to replace the customers that have already left. Delivering on customer experience is a highly reliable way to grow your company.

The good news is that companies are able to affect both variables in this customer experience equation. We can help set better expectations (or just understand the ones our customers are already have). We can deliver better performance in the areas that matter.

The problem is that most companies today don't have a good understanding of what drives their customers' experiences. Their data is disjointed or missing. They can't accurately predict what levers they need to pull to provide a better experience. In order to deliver on customer expectations and move customers from new to loyal, businesses should invest in customer experience management (CEM).

## Building a customer experience management program

Gartner defines Customer Experience Management (CEM) as “the practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy.”

An effective CEM program involves seeking customer feedback and then acting on it, creating a closed-loop system. CEM necessarily involves reaching across departments to bring multiple teams, stakeholders, and systems together in an effort to improve the entire customer experience from start to finish.

Companies that break down organizational silos to build a successful CEM program see many benefits. Service insights feed into marketing initiatives, marketing surveys drive product improvements, product usage influences service decisions. CEM benefits are seen across the entire organization. As Gartner explains, meeting and exceeding customer expectations increases customer satisfaction. A well-designed CEM program also:



At Cisco, we believe that modern customer experience management relies on three pillars.



**Pillar 1**  
**Listen: Measuring the customer journey**

The experiences a brand provides are not discrete, individual touch points but, rather a continuous collection of moments across a journey. Listening is the first defining perspective change necessary to implement an effective customer experience management program.



**Pillar 2**  
**Analyze: Gaining a 360 degree view of the customer**

Companies already have an enormous amount of data about the customer. The true power of this data is unleashed when silos are broken down and this data can come together to create meaningful human stories.



**Pillar 3**  
**Predict: Becoming predictive and anticipating needs**

Companies must leverage the power of predictive artificial intelligence (AI) to make customer experience (CX) investments that maximize ROI. Using predictive AI means that companies can understand what will move the needle towards great experiences before investing, not after.

By bringing these three pillars together, businesses can build a strong CEM program that delivers results. Read on to learn more about the three pillars of customer experience management and how your company can implement each one to continuously meet and exceed customer expectations.

A man in a light blue button-down shirt and dark trousers is standing in front of a large whiteboard. He is holding a green marker in his right hand and a yellow sticky note in his left, appearing to be in the process of writing or organizing the board. The whiteboard is covered with various handwritten notes, diagrams, and several other yellow sticky notes. Some of the visible text on the board includes "Cisco" in red, "2015", and "2016". The background shows a typical office environment with a window and a framed picture on the wall.

# Pillar 1

Listen: Measuring the customer journey

# Pillar 1 – Listen

At any one time, your customers are either disappointed or delighted by your service. If you measure their sentiment—for instance, in a survey—you'll paint a picture of how they are feeling in the moment. But it won't tell you much more than that.

Think of it like a doctor measuring your blood pressure. It's simply a measure of your BP at one specific point in time. You might have been rushed or stressed about getting to the appointment. Maybe you just came from a yoga class. Either way, one reading isn't going to tell your doctor much about your overall health.

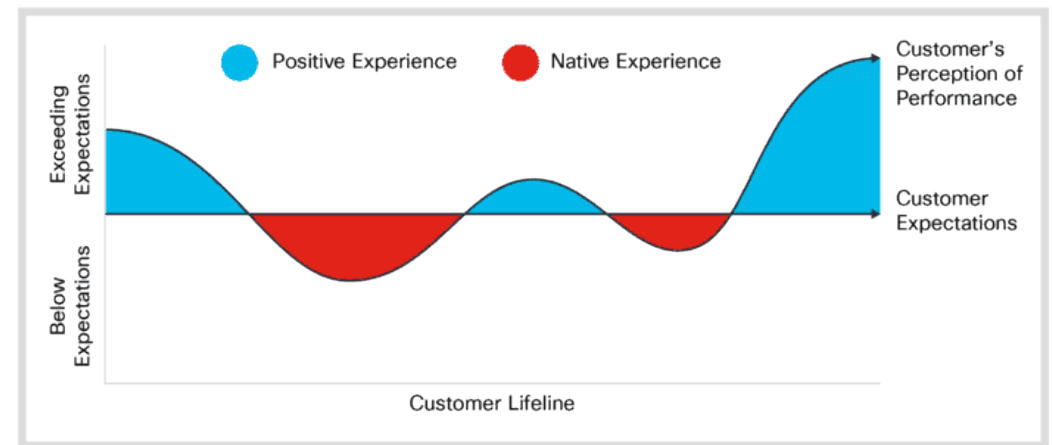
Customer experience measurement needs to take into account the entirety of the customer journey. There's no magic moment that you can identify to ensure a repeat customer. Even if their ordering experience is smooth, you can lose them with a delayed delivery. The customer support might be excellent, but if the product is defective, they're unlikely to return.

Instead of assigning importance to one specific moment, companies need to understand the entire journey to accurately predict and impact customer loyalty. And that means looking across multiple channels as well.

Consider the definition of customer experience provided in the introduction:

**Customer experience is the delta between the customer's expectations, and the performance a company delivers.**

That delta changes over time. At any point in the customer journey, you can determine whether a customer's expectations are being met, and by how much. The sum of these deltas helps you understand whether the customer's overall experience is positive or negative.



To improve the total customer experience, it's essential to document the customer's journey, both from a customer's perspective and from an operational perspective. Customer experience must be measured over the lifetime of the customer in order to be accurate, predictable, and actionable. Today some companies run a one-off journey mapping exercise which ends up as a poster on a wall, and is soon out of sight, out of mind for most teams in the building. Instead, companies can develop a living, breathing, and evolving journey online, which can be linked to a dashboard providing actionable insights that teams want to use. This enables teams to collaborate towards driving real improvements on a continuous basis.

In the next section, we take a brief look at customer journey maps and how you can start developing your own.

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**Organizations with a cross-team CX approach were nearly twice as likely to have exceeded their top business goals (20% vs. 11%)**

Source: Adobe

### What is a customer journey map?

A customer journey map is a blueprint of all the interactions a customer has with a brand. Mapping out a customer's journey provides businesses with a visualization of all the touchpoints where they have influence over the customer experience.

Journey maps are first developed from the customer's perspective. Companies must put themselves in their customers' shoes to identify potential touchpoints. This is a common mistake companies make when developing their first journey map. They make a list of the existing customer experience programs they have, and assume customers will interact through those channels. But that's not a realistic view of the true customer experience.

Second, a journey map must be omnichannel-wide and organization-wide. A common mistake for teams developing a journey map is to do so in isolation (perhaps on a retreat or workshop day). But one department won't be able to identify every meaningful touchpoint, as much as they think they can. Without input from every department, the journey map will be biased towards one team's perspective (e.g., marketing, services, or product). Inviting every team into the process will create a well-rounded CEM program with full investment from everyone in the business. In fact, [Adobe's 2018 Digital Trends](#) report found that “organizations with a cross-team CX approach were nearly twice as likely to have exceeded their top business goals (20% vs. 11%).”

Finally, journey maps from the CEM perspective must wear a dual lens, focusing on both the experience that the business intends to provide, and the experience that the customer actually ends up receiving. The gap between these two identifies the point where the experience either breaks down or delights. This gap then becomes the point of action for the brand moving forward.

## Developing a customer journey map

Bringing stakeholders from across the company together to create a customer journey map is one of the most impactful exercises in CEM. It's not a one-time exercise, or even done in an afternoon. Creating a living document that delineates the possible customer journeys takes time and iteration. However, the process is straightforward, once you know how to get started. Here's how:

### 1. Find the touchpoints

Record all customer interactions from the first point of contact. This might consist of user interviews to understand how they view each interaction.

### 2. Define stages of interaction

Identify clear start and end points for each interaction to group touchpoints into event stages. For example, public relations, a TV advertisement, and an in-store banner would all be part of an "awareness" stage in a customer journey map.

### 3. Organize stages into a journey

Using the stages defined in step 2, recreate the customer journey from the point of view of an individual customer, clarifying the activities they undertake during that stage.

### 4. List touchpoints at each stage

For each stage in the journey, outline the interactions a customer has with the brand using the recorded touchpoints.

### 5. Understand feedback opportunities

Identify the opportunities for feedback or experience measurement at each stage. What surveys or data points are available to measure what the customer feels? Were their goals achieved?

### 6. Create the customer journey

Finally, reconstruct the journey map from the brand's perspective. What is the intended experience at each touchpoint?

Revisit customer journey mapping exercises frequently to ensure all interactions are mapped correctly. If data is being collected that doesn't fit into the current model (i.e., new surveys, new products or new feedback), it's time to assess and modify the existing model.

	Awareness	Evaluate	Initiate transaction	Transaction	Contact CSO (optional)	Post transactional
Stages	Discovers the <b>Mobile Wallet</b> through various sources at the branch and website	Evaluates the variety of services offered, feasibility and advantages of using the MW vs. other options	Initiates the transaction at the MW with required documentation	Conducts the transaction at the MW	Contacts <b>Customer Support</b> in case of help needed or as part of the authentication process	Is happy with MW- Migrates from branch to MW, becomes an advocate for MW or is dissatisfied with MW and will not use it again
Customer Metrics	<ul style="list-style-type: none"><li>• Extend of information provided</li><li>• Relevance of information provided</li><li>• Ease of understanding required information</li><li>• Quality of information available</li><li>• Ease of understanding transaction categories</li><li>• Wait time</li></ul>		<ul style="list-style-type: none"><li>• Privacy of MW room</li><li>• Assistance provided</li><li>• Ease of initiating transaction</li></ul>	<ul style="list-style-type: none"><li>• User interface/ease of MW</li><li>• Speed of transaction</li><li>• Ease of authentication</li><li>• Ease of transaction</li><li>• Manual effort required</li></ul>	<ul style="list-style-type: none"><li>• CS assistance</li><li>• CS knowledge levels</li><li>• CS behaviour</li></ul>	<ul style="list-style-type: none"><li>• Overall satisfaction with MW</li><li>• Likelihood to migrate to MW</li><li>• Likelihood to promote MW</li></ul>
Business Metrics	Investment in MW Communication	Investment in MW Communication	<ul style="list-style-type: none"><li>• MW Location</li><li>• Time of transaction at MW</li><li>• Time taken for the transaction</li><li>• Type of transaction</li><li>• Authentication type</li><li>• Authentication method used</li></ul>		<ul style="list-style-type: none"><li>• CS name</li><li>• CS connection time</li><li>• Reason to connect</li><li>• Call time/handling time</li></ul>	<ul style="list-style-type: none"><li>• Transaction status</li></ul>
Business Outcomes	<ul style="list-style-type: none"><li>• % customers migrated from branch MW</li><li>• Customer transaction time saving</li><li>• DBS time saving</li><li>• Cost savings from RM/ARM hours saved</li></ul>					

## What to include in a journey map

The end result needs to include not only how a customer feels (i.e., survey results) but also what a customer is actually doing (i.e., time spent in the mobile app). Here's a list of what you might include in a customer journey:

- Marketing interactions (social, ads, etc.)
- Subscribed to a newsletter
- Downloaded marketing material
- Signed up for a free trial
- Logged into an app for first time
- Sales call
- Walked into retail store
- Product demo
- Signed up for a product
- First invoice
- Onboarding steps completed
- Kick-off call with customer success
- First purchase
- Order delivered
- Left review online
- Contacted support
- Filled out NPS survey
- Returned product
- Recommended to friend
- Cancelled account
- Attended a webinar

## Not all customer journeys are the same

Different cohorts of customers might have radically different customer journeys. For example, consider a retailer like Nordstrom, which that sells products online and in physical stores. It may divide its customer journey mapping into three different cohorts:

- **Online customers**  
only ever purchase through its website
- **In-store customers**  
only purchase in Nordstrom stores
- **Blended customers**  
purchase both in store and online (a tricky cohort!)

Rather than trying to lump all customers in together, it's much more effective and actionable to create multiple macro journeys. This can be useful later when developing marketing automation and proactive customer service experiences based on intelligent cohorts.

## Understanding micro journeys

Most companies create a single macro journey map across all points of interaction, but that's not how every customer experiences the journey. From an experience design perspective, it's important to note that not all journeys, are equal or linear. Customers wander through a number of “micro journeys” skipping, revisiting, and changing the sequence of their interactions across the touchpoints. Their expectations of these touchpoints are dependent on the context of the journey they encountered them in.

For example, for a retail clothing brand, the path to purchase is unique. A customer might have tried on a piece in the store, saw an advertisement online, and then gone back in the store to purchase. The customer expectations out of each touchpoint are different in each situation. Having the right sizes in store to purchase, being correctly targeted for online advertisements, and having a well-staffed checkout counter all factored into the overall journey. But these touchpoints might have impacted another journey differently.

To truly understand the influence of each touchpoint on an individual customer, companies need to understand the context of the interaction. Managing experiences through the lens of multiple micro journeys allows for companies to see the big picture—and to make decisions accordingly.

### Customer Micro Journey



# Summary of Pillar 1 – Listen



The customer experience needs to be measured using the customer journey to identify touchpoints and brand interactions where the company can have an impact.

To create an accurate customer journey map, companies need to involve stakeholders and data points from across the entire company.

Identifying different customer cohorts produces multiple customer journey maps. This makes it more effective for companies to personalize their marketing activities.

The customer's experience with a touchpoint depends on the context they encounter it in. This is why companies must identify and understand the multiple micro journeys encompassed by their macro journey map.



A background image of a server room. On the left is a tall server rack filled with equipment. In the center, a man and a woman are looking at a computer monitor. The man is pointing at the screen. The woman is holding a tablet. In the background, there is a whiteboard with some writing on it. The floor is made of square tiles.

## Pillar 2

Analyze: Gaining a 360-degree view of the customer

## Pillar 2 – Analyze

IBM CEO Ginni Rometty believes that [only 20 percent of the world's data is currently usable](#) for businesses. The other 80 percent, the “dark data” of the world, is collected but never analyzed or structured, representing a huge missed opportunity for companies. One of the reasons for this is the fragmentation of data systems that occurs at almost every business.

Businesses collect and store a lot of customer data during normal operations, but it's stored across multiple teams, systems, and servers. For example, the development team is storing user logs that show errors, time spent in the app, and a vast amount of other useful information. Customer support has years of customer conversations stored in their help desk app. Marketing collects NPS survey results in a CRM app. Each department only has eyes on a tiny slice of the total data that's being collected.

The problem with all of this data being segregated is that businesses can't access it for use in their CEM programs. Remember, successful CEM programs require breaking down silos for a complete view of the customer journey.

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**70% of people have abandoned a survey before completing it; 45% of customers tend to ignore requests for feedback. In fact, only 9% of customers answer thoughtfully.**

### Move beyond surveys to contextual conversations

When attempting to piece together what customers feel, each department is left to its own devices. What often happens is that, instead of using the data the business already has collected in another capacity, independent teams go out and survey customers. And while surveys can be effective tools for a closed-loop feedback process, they have several flaws.

First, while you still need the data from customers, they aren't as happy to answer the questions anymore. In a recent study of 1000 consumers, [Customer Thermometer found](#) that 70 percent of people have abandoned a survey before completing it, and 45 percent of customers tend to ignore requests for feedback. In fact, only nine percent of customers answer thoughtfully.

When independent teams are left to collect their own data, they likely ask questions the wider business already has answers to. Customers know that they've already provided this information and become frustrated. Alternatively, multiple departments might not coordinate surveys between them, bombarding customers with surveys at the same time.

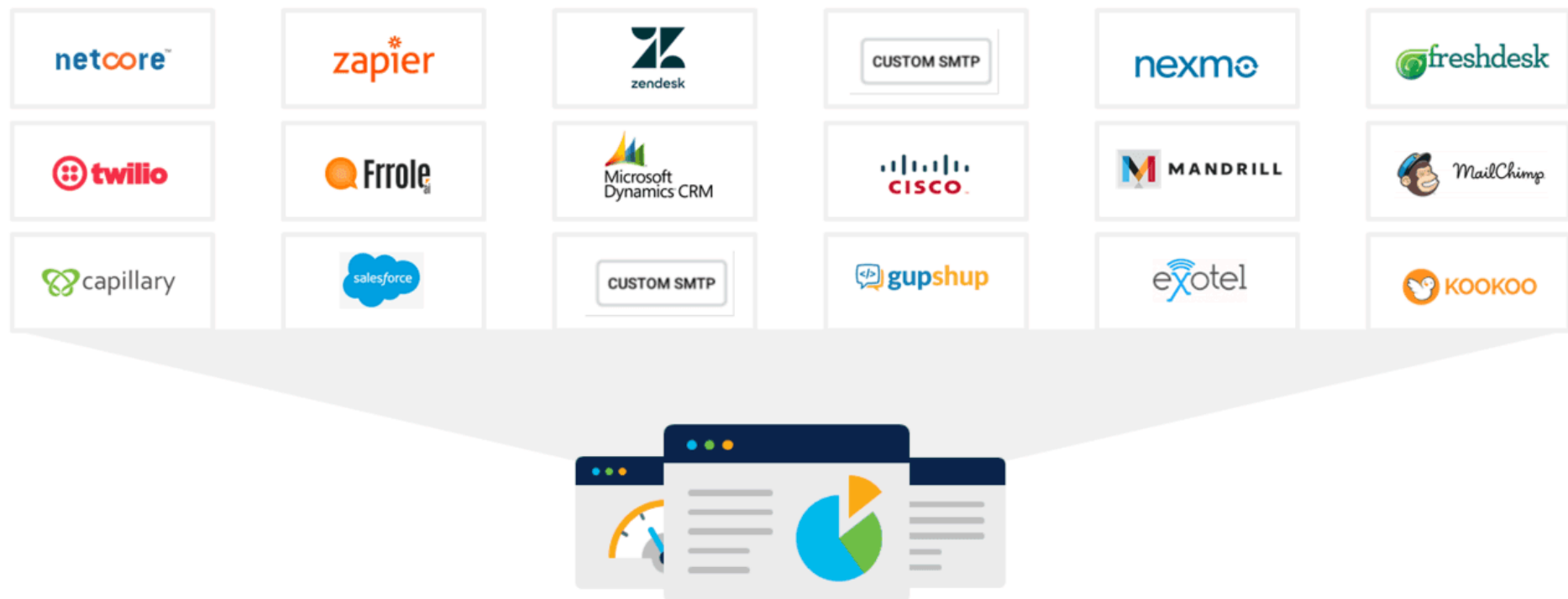
Together, these two issues lead to survey fatigue, making it more difficult to get a meaningful number of responses back to the questions organizations really do need to be asking.

Second, customer surveys only measure feelings and intent. They don't track customer action. Even if a customer says they are satisfied after a customer support interaction, they still might not repurchase, or they might use your product a little less. Surveys alone can't capture the reason why.

## Open APIs allow for full organization integration

At Cisco, we want to eliminate all barriers for companies integrating all of the data sources they operate with today. That means every team can pull in the necessary data they need to meet their CEM goals, regardless of whether it's stored in a CRM, advertising platform, or server log. Liberating customer data from the silos it currently resides in allows every employee to make better decisions on behalf of the customer.

In order to deliver a personalized experience, businesses need to pull together all of this data into one place. Let's look at two use cases for unified customer experience data: proactive customer support and marketing automation.



## Proactive customer support

Customers don't want to contact support. It's usually time-consuming and frustrating. And, studies show the more effort customers need to put into resolving issues, the less likely they are to be repeat customers. In fact, many customers won't even contact support when they encounter a problem. They jump right to leaving a negative review online, without even giving your team a chance to resolve the issue.

This is why many companies strive to be proactive. Proactive support is about identifying and resolving customer issues before they become problems.

However, most proactive support today isn't really proactive. Self-service content and closing a feedback loop are often incorrectly categorized as proactive support because they address a customer's question without them directly asking a support agent in the call center. Until recently, that's the furthest ahead of a customer complaint that companies could get. That's because it can be difficult to read customers' minds to anticipate their next question.

But when you start integrating data from the customer journey into a customer support strategy, it's possible to predict when a customer will run into their next problem. And smart companies can get ahead of the issue before it becomes a problem (and avoid the resulting negative review).

Shipping is a key stage in any ecommerce customer journey. It's also one of the most likely sources of frustration. But by integrating order details, the fulfillment platform and delivery details into the customer journey map, customer support can trigger interactions with customers before they even notice an issue. Notifying a customer that their order is delayed by a day (and attaching a 20 percent off coupon for their next order) delivers a much better experience to customers.

Proactive support can also help uncover hidden detractors by triggering brand interactions at just the right time. For example, a drop in mobile app usage might trigger an NPS survey to be sent. Providing opportunities for positive interactions in the customer journey will help to improve the overall customer experience.

Being truly proactive and predictive, requires an open ecosystem of APIs. With data siloed across an organization, it's impossible to see the big picture. Companies need to be able to access valuable information in the same place to execute a proactive strategy.

## Marketing automation

Sixty-two percent of marketers believe they need more sophisticated segmentation strategies. We believe segmentation needs to start with the integration of customer data from across the business.

Most marketing cohorts today are defined by demographics. For example, businesses group together all upper-class males, aged 65 and over into the same marketing cohort. But that's not always the most accurate representation. Consider Ozzy Osbourne and Prince Charles. Alike in every demographic you could think of—but would you market to them the same way? Absolutely not.

Delivering the best customer experience means businesses need to be interacting with customers based on their behavior—not just their persona. Developing these intelligent cohorts means integrating survey data, user activity, and brand interactions, along with demographic data in order to truly understand the customer you're talking to.

Most marketing practitioners agree that in order to get the most value from their data-driven marketing efforts, technology integration needs to improve. From the same Data & Marketing Associated study mentioned earlier in this document, "Foremost among these [concerns], and for the second consecutive year, panelists said that better integration of their advertising and marketing technologies would be most helpful in advancing their ability to derive value from DDMA [data driven marketing and advertising] efforts."

The good news is that marketing teams already have most of the data they need to develop effective marketing automation strategies. The issue is unlocking this data to make it work for them.



## Summary of Pillar 2 – Analyze

Companies' data is fragmented across functional teams and their software, leading to incomplete pictures of the customer journey.

For successful CEM, companies will want to integrate the data they already have into one platform so that it's actionable.

Democratizing data empowers every business function and employee to make data-driven decisions, based on real customer information.

Integrated data provides opportunities for proactive support and advanced marketing automation.



A background image showing a person's hands holding a tablet. The person is wearing a white long-sleeved shirt and a silver watch. They are holding a white stylus over the tablet screen. The screen displays a dashboard with various charts and a large number "1,878,358". The image is overlaid with a semi-transparent blue filter.

# Pillar 3

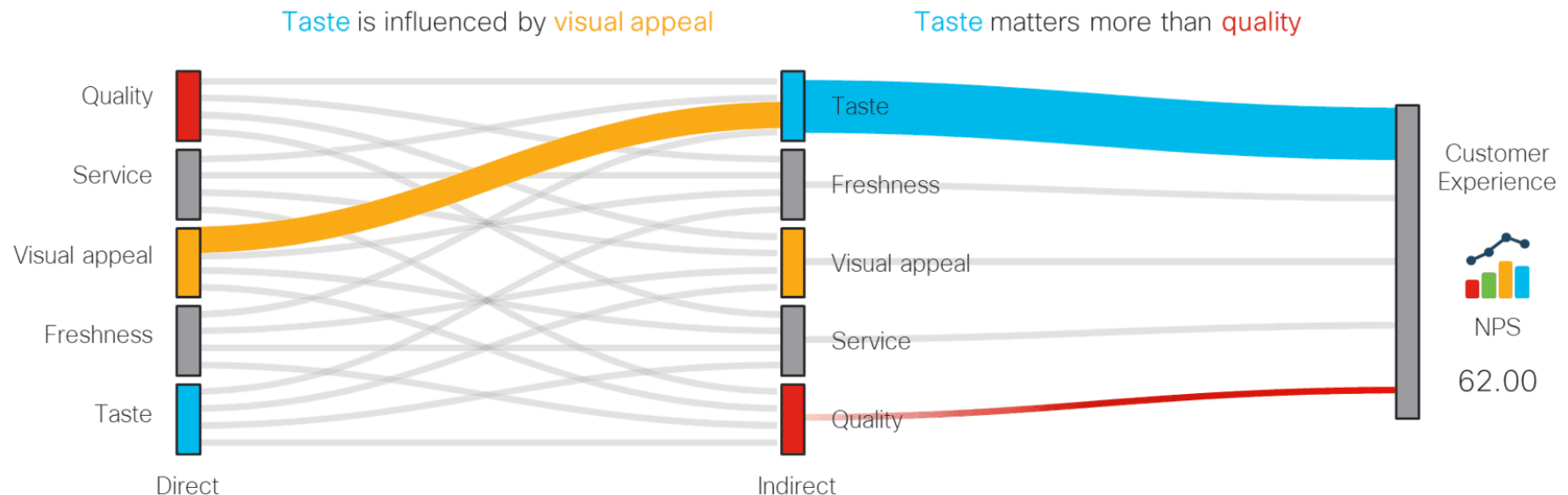
Predict: Becoming predictive and anticipating needs

## Pillar 3 – Predict

Working with customer feedback is complex. While it always makes sense to ask customers what they want and what they think, acting on it directly is not always the right answer.

Today, most data analysts will look at the correlation between low NPS or CSAT scores and what individual customers are saying. They'll draw conclusions based on a linear regression; i.e., what are the biggest drivers of low NPS? They'll come up with statements such as, "20 percent of detractors rate speed of service as important to them." Will addressing speed of service convert these detractors into promoters? Maybe.

But especially in the experiential context, there is interplay between these factors. What customers say they want isn't always going to drive the highest return on investment. You might find that spending money to improve the speed of service doesn't actually improve revenue or customer loyalty.



Take, for example, the experience of eating a meal in a nice restaurant. While almost all customers will rate the importance of visual appeal highly, it's not what brings them back to the restaurant. If you get a meal that looks amazing, but doesn't taste great, you are not going to rate the meal highly. Even though taste is influenced by visual appeal, ultimately, the taste of the food is one of the top defining factors in cuisine.

In CEM, interconnected data points can make it difficult to pinpoint exactly what's driving customer behavior. A customer journey isn't a series of separate, discrete data points. The experience a customer had online impacts the experience they have in the store. The speed of service impacts their opinion of the value of the product. There's very few standalone moments when measuring customer experience.

This interplay is where it gets harder to separate which factors are truly relevant to the customer experience and what would actually move the needle to have an impact on your business.

And here's where predictive analytics shines. At Cisco, we want to move beyond correlation analysis and start accurately predicting the drivers of long-term success.

Without the ability to accurately predict, CEM programs become a practice of randomly guessing at what will work. It's an expensive hobby—and it won't have the impact you want.

A predictive analytics platform identifies the drivers of customer loyalty, and pinpoints the touchpoints where taking action would have a measurable impact on achieving business goals.

In this section, we look at three advances in the field of predictive analytics that can give your data more power and increase the ROI of your CEM programs.

## Tracking CEM success against financial metrics

Traditional closed-loop CEM programs often focus on increasing common survey metrics like NPS and CSAT through customer experience improvements. The typical cycle is: survey customers; identify drivers of poor customer experiences; implement changes; survey customers again; then wonder why you haven't increased revenue.

This is because CEM needs to look at more than just what the customer is telling you.

Does decreasing the speed of wait time from five minutes to two minutes make customers more satisfied? Potentially. Does it increase their average transaction spend? Maybe not. Before making enormous investments trying to improve elements of the customer experience, it's critical for businesses to model the impact on the business' finances.

Contextual predictive analysis pulls in financial metrics like ARPU and LTV to help model how initiatives will affect your revenue. Customer experience management helps businesses achieve their goals, so it's important to tie those goals into the analysis.

## Predictions driven by machine learning

Given enough time, data analysts can manually perform calculations that are similar to a predictive algorithm. But humans are fundamentally flawed when it comes to interpreting data. We make hypotheses and implement our own ideas when we look at a data set. Our brains seek out patterns that might not exist. It turns out, you can make data say almost anything you want it to, given enough conditions. This bias expresses itself in leading questions and tenuous connections. When making strategic decisions, companies need to base their investments on what the data actually says, not on instincts backed up by data.

Predictive analytics driven by machine learning are more accurate and (when supported by data analysts) illuminate areas of CEM that you weren't looking at in earlier analysis. You don't know what you don't know, but machine learning can help you understand the trends you didn't think to look for.



**He uses statistics as a drunken man uses lamp posts—for support rather than illumination.**

Andrew Lang, Scottish literary critic

## Insights at the speed of business

All this analysis is great, but it means nothing if it's not delivered quickly enough for companies to take action on it. Collecting data, sending it out to a consultancy, and waiting for results can often take months.

But businesses don't have months anymore. Customers won't wait around for their concerns to be addressed because the competition is always only a Google ad away. Frustrated customers will take to social media or review sites to vent. Recovering from a few one-star reviews is possible, but if you wait a few months for data collection before acting, you'll be swimming upstream to regain your market position. Customers have a world of choice, so you need to move quickly to address their concerns.

Instant analysis in the hands of your practitioners means getting on top of customer concerns before they become a trending topic on Twitter.

A CEM platform that combines a 360-degree view of the customer with machine learning allows businesses to make decisions quickly.

# Summary of Pillar 3 – Predict



Correlation and regression analysis can't accurately predict the drivers of customer experience. Teams need to recognize the interplay between journey elements and analyze accordingly.

Companies need to understand predictively how changes to the customer experience will impact financial metrics. Only contextual predictive analysis can deliver this depth of insight.

Machine learning can help illuminate trends that human data analysts may not have thought to look for. Having these insights empowers all stakeholders to make the right decisions around customer experience.

Businesses move fast, and only machine learning analysis can deliver insights as quickly as leaders need them.



# Bringing the three pillars together on one platform



At Cisco, we understand the importance of putting the power of a CEM platform into the hands of the people that will use it.

That means not waiting weeks for survey administrators to adjust and deploy new questions. It means integrations that don't take a team of developers to set up. Finally, it means having access to instant insights that are easily understandable by the average user—no statistics degree necessary.

If what you've read resonates with you, and you're interested to see these pillars in action, please [request a demo](#).

Thank you for reading

# Three Pillars of Customer Experience Management

[www.cisco.com/go/cc](http://www.cisco.com/go/cc)

