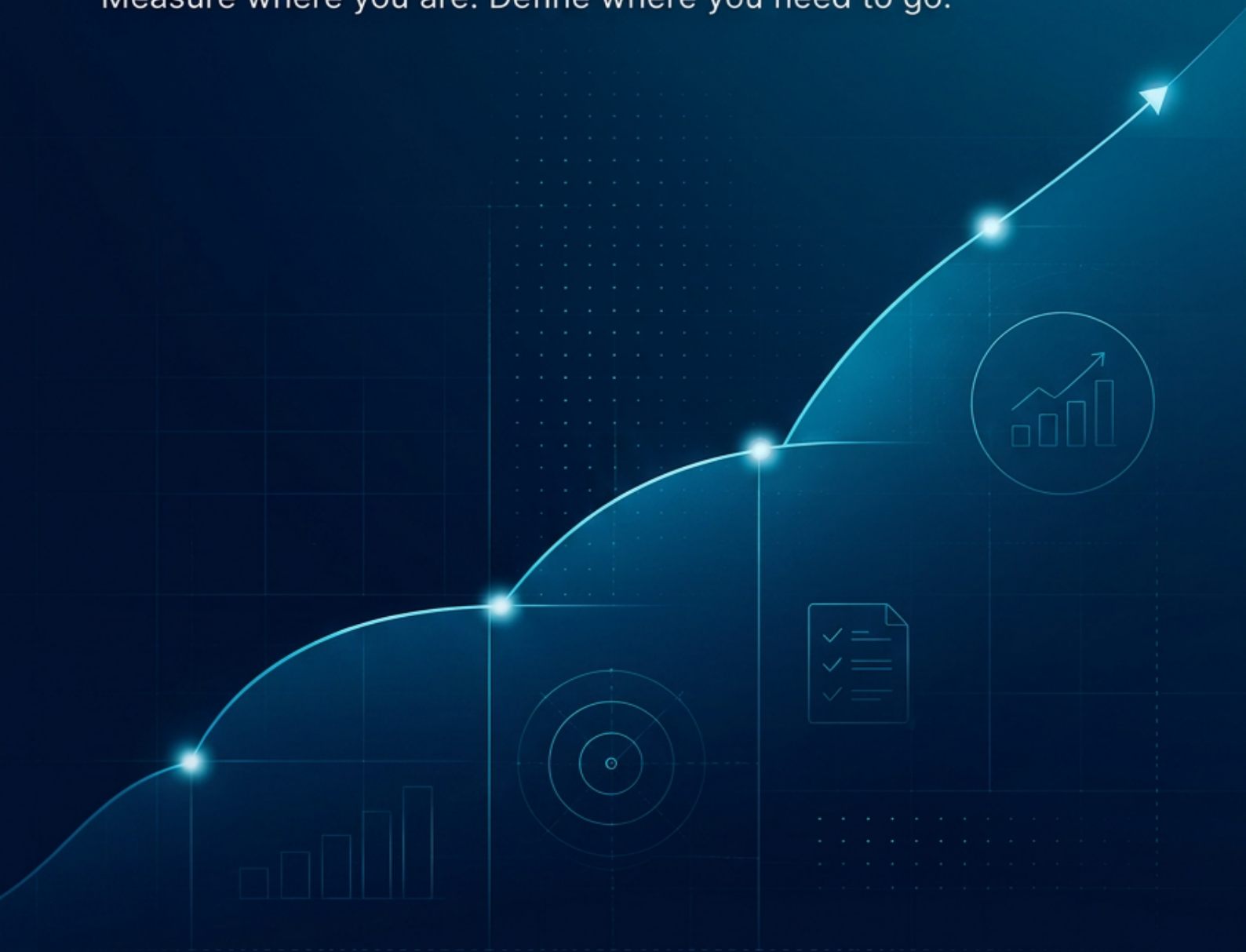


STRATEGY • INSIGHT • TRANSFORMATION

CX MATURITY ASSESSMENT

Measure where you are. Define where you need to go.



Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

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Note: benchmark comparisons are directional panels, not audited industry data.

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THE 5 LEVELS OF CX MATURITY EXPLAINED



INVESTIGATE (1.0-2.59)

Reactive, inconsistent CX with no formal strategy or processes

INITIATE (2.6-3.19)

Basic CX foundations established with initial processes and awareness

MOBILIZE (3.2-3.79)

Structured CX programs deployed with growing organizational alignment

SCALE (3.8-4.39)

Comprehensive CX capabilities scaled across the organization

EMBED (4.4-5.0)

CX excellence embedded in culture with continuous innovation

Note: benchmark comparisons are directional panels, not audited industry data.

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SIX CORE CX MATURITY DIMENSIONS EXPLAINED

- **Strategy & Governance**

Alignment of CX goals with business strategy and leadership commitment

- **Understanding & Insights**

Depth of customer knowledge through data, research, and feedback

- **Experience Design & Improvements**

Ability to design, test, and refine customer journeys

- **Technology & Data**

Use of digital tools and data infrastructure to enable seamless experiences

- **Organisational Alignment & Culture**

Employee engagement & cross-functional collaboration to support CX

- **Measurement & ROI**

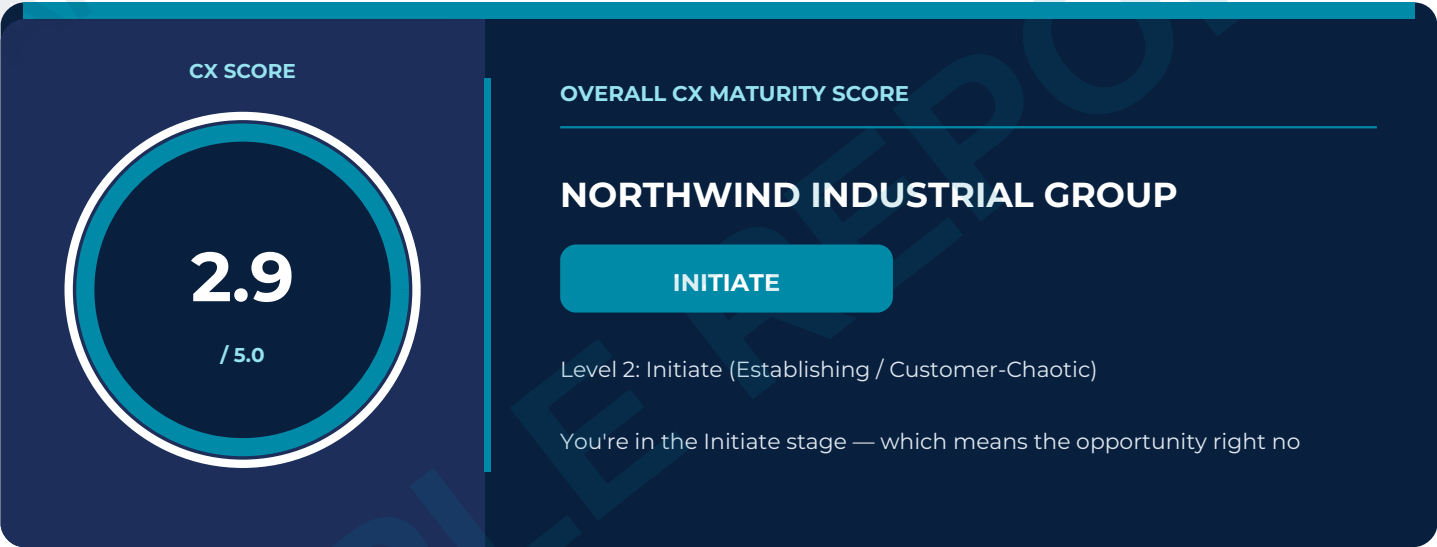
Systems to track CX performance and link it to business outcomes

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ASSESSMENT DETAILS

Organization:	Northwind Industrial Group	Contact:	Alex Morgan
Position:	Chief Customer Officer	Email:	alex@example.com
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Location:	Johannesburg, South Africa	Date:	2026-08-17
Consultant:	Customer Experience Institute Online		



Note: benchmark comparisons are directional panels, not audited industry data.

NORTHWIND INDUSTRIAL GROUP MATURITY LEVEL ASSESSMENT

Level 2: Initiate (Establishing / Customer-Chaotic)

You're in the Initiate stage — which means the opportunity right now is alignment and focus, not more activity.

Overview:

Organizations at this stage have begun to acknowledge the strategic value and business importance of Customer Experience. While formal coordination mechanisms are still lacking, structured CX efforts are being initiated, often spearheaded by an ad-hoc working group, a passionate individual champion, or through initial investment in Voice of Customer (VoC) programs and feedback tools. Leadership may verbally express support for CX improvement, but concrete strategies, dedicated budgets, and formal accountability structures are still nascent or undefined. Basic customer data collection might begin through surveys or feedback forms, but this occurs without deep analysis, cross-functional sharing, or consistent action on insights gathered.

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Key Characteristics:

At this level, you'll typically see the emergence of a CX champion or small informal team beginning to advocate for customer-centric changes and raising awareness of customer issues. Initial pilot programs may be launched in specific departments or for particular customer segments, and some teams start experimenting with new feedback mechanisms, basic journey mapping exercises, or customer satisfaction tracking. However, these efforts often remain disconnected from broader business strategy and operate in isolation without enterprise-wide coordination. Resource allocation for CX initiatives is still limited, sporadic, and project-based rather than systematic or strategically aligned. Success stories and positive outcomes from pilot programs exist but are not yet documented, celebrated, or scaled across the organization.

Cultural Indicators:

Customer-centricity is beginning to enter leadership conversations and organizational vocabulary, but has not yet translated into consistent behaviors, processes, or decision-making criteria. Departments still operate largely in silos with limited collaboration on customer issues that span multiple touchpoints. Some employees are becoming aware of customer pain points and may advocate for changes, but they often lack authority, resources, or organizational support to implement improvements. Training on customer experience principles is minimal or non-existent. Performance metrics and incentives remain primarily focused on operational efficiency and internal goals rather than customer outcomes.

Business Impact:

Organizations at the Initiate level typically see modest improvements in customer satisfaction in areas where pilot programs have been implemented, but overall customer experience remains inconsistent and unpredictable. Customer retention may improve slightly as the most egregious pain points are addressed, but churn rates remain elevated compared to more mature competitors. The organization is beginning to gather evidence of the business value of CX improvements, but ROI is not yet consistently measured or communicated. Competitive differentiation through customer experience remains limited.

Critical Juncture:

Organizations at the Initiate level are at a critical decision point—they've recognized the importance of CX and have begun early experiments, but haven't fully committed the resources, organizational alignment, and leadership attention needed to make it sustainable and scalable. The main challenge is maintaining momentum and transitioning from reactive, ad-hoc problem-solving to planned, systematic improvements. The key to progressing from this stage is to demonstrate tangible business results from early CX initiatives through clear measurement and communication, secure consistent executive sponsorship with allocated budget and resources, and establish formal governance structures that can drive coordination across departments. Without this progression and commitment, organizations risk remaining in a perpetual state of "piloting" and talking about customer experience without achieving meaningful, measurable transformation or competitive differentiation.

Creating Excellence in Customer Experience Transformation

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

o Alex Morgan

SAMPLE REPORT

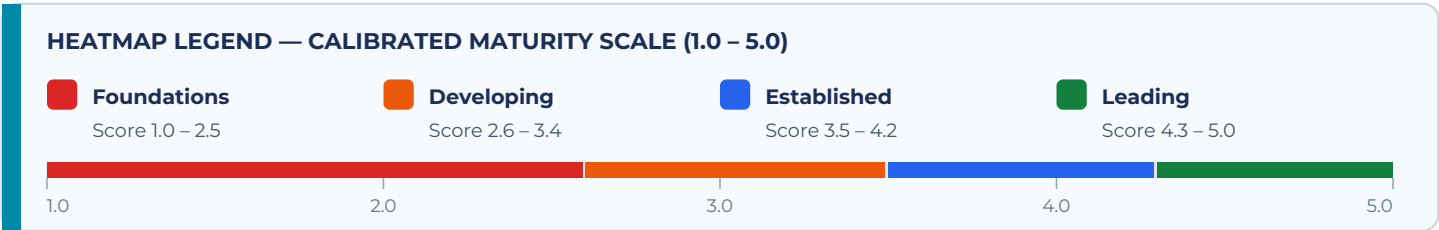
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CAPABILITY DIMENSION ANALYSIS - NORTHWIND INDUSTRIAL GROUP

Strategy & Governance	2.7/5.0
Customer Understanding & Insights	2.8/5.0
Experience Design & Improvement	3.0/5.0
Technology & Data	3.2/5.0
Organizational Alignment & Culture (People)	3.3/5.0
Measurement & ROI	2.7/5.0

CX MATURITY HEATMAP - NORTHWIND INDUSTRIAL GROUP



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HOW YOUR SCORES WERE CALCULATED

Every statement in the assessment is rated on a 1–5 capability scale. Ratings are grouped by the six CX capability dimensions, averaged within each dimension, and then averaged again to produce your overall maturity score. Individual statements are not published in this report to protect the integrity of the instrument.

1. Response scale

Each response is scored 1 (no defined capability) to 5 (optimised and consistently embedded). There are no right or wrong answers — the scale describes how consistently a capability is practised.

2. Dimension score

All responses belonging to a dimension are averaged, unweighted, to give that dimension a score out of 5.0. No single response can dominate a dimension result.

3. Overall maturity score

Your overall score is the unweighted mean of the six dimension scores, so every capability area carries equal strategic weight.

4. Maturity level

The overall score maps to a named maturity level: 1.00–2.59 Investigate, 2.60–3.29 Initiate, 3.30–3.89 Mobilize, 3.90–4.49 Scale, 4.50–5.00 Embed.

5. Prioritisation

Dimensions are ranked lowest to highest. The two lowest become high-priority focus areas, the next two are medium priority, and the strongest two are treated as strengths to leverage.

Scores reflect self-reported capability at the date of assessment and are a directional diagnostic for prioritising investment, not an audited measurement of customer outcomes.

SCORE BAND DEFINITIONS BY DIMENSION

Each dimension score sits in one of four interpretation bands. Use the band to understand what your score means in practice for that capability, and where the next step change lies.

■ Foundations (1.0 – 2.5)

Capability is ad hoc or informal. Activity depends on individuals rather than defined, repeatable practice.

■ Developing (2.6 – 3.4)

Basics are in place in pockets of the business, but application is inconsistent and not yet joined up.

■ Established (3.5 – 4.2)

Practice is defined, resourced and applied consistently, with measurable results and clear ownership.

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Comprehensive Customer Experience Capability Analysis

Leading (4.3 – 5.0)

Capability is embedded, continuously optimised and a source of competitive advantage.

Strategy & Governance

Developing — 2.7/5.0

A CX vision exists on paper and has an owner, but it is not fully funded, cascaded or reviewed by the executive.

Customer Understanding & Insights

Developing — 2.8/5.0

Surveys and some journey work exist, but insight is siloed and only occasionally changes decisions.

Experience Design & Improvement

Developing — 3.0/5.0

Key journeys are mapped and some pain points are being fixed, but improvement is project-based, not continuous.

Technology & Data

Developing — 3.2/5.0

Core platforms are in place but integration is partial, so teams still work from inconsistent data.

Organizational Alignment & Culture (People)

Developing — 3.3/5.0

Awareness is growing and some teams are engaged, but ways of working and incentives are not yet aligned.

Measurement & ROI

Developing — 2.7/5.0

Experience metrics are reported, but they are not linked to revenue, retention or cost outcomes.

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Comprehensive Customer Experience Capability Analysis

EXECUTIVE SUMMARY — NORTHWIND INDUSTRIAL GROUP

Verdict

Northwind Industrial Group is at the Initiate stage (2.9/5.0), trailing typical cross-industry peers. There is a clear, time-bound case to invest in foundational CX capabilities before competitive risk compounds.

Top 3 Risks

1. Strategy & Governance: scored 2.7 vs. industry 3.2 — underperforming.
2. Measurement & ROI: scored 2.7 vs. industry 3.1 — underperforming.
3. Customer Understanding & Insights: scored 2.8 vs. industry 3.5 — underperforming.

Top 3 Opportunities

1. Organizational Alignment & Culture: scored 3.3 — convert this strength into market differentiation and revenue uplift.
2. Technology & Data: scored 3.2 — convert this strength into market differentiation and revenue uplift.
3. Experience Design & Improvement: scored 3.0 — convert this strength into market differentiation and revenue uplift.

Recommendation to the Board

Recommendation to the executive team: prioritize a focused 90-day intervention on Strategy & Governance, while leveraging Organizational Alignment & Culture as the 'lighthouse' capability for cross-functional adoption. Re-baseline in 90 days to track movement against cross-industry benchmarks.

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

INDUSTRY BENCHMARKING — CROSS-INDUSTRY (ALL SECTORS)

Comparing Northwind Industrial Group against our cross-industry panel (n=470). Percentiles are indicative estimates of where Northwind Industrial Group sits in the peer distribution per dimension — see the methodology note below.

Dimension	You	Industry		Percentile
Strategy & Governance	2.7	3.2	-0.5	32th
Customer Understanding & Insights	2.8	3.5	-0.7	28th
Experience Design & Improvement	3.0	3.6	-0.6	30th
Technology & Data	3.2	3.3	-0.1	46th
Organizational Alignment & Culture	3.3	3.3	+0.0	51th
Measurement & ROI	2.7	3.1	-0.4	36th

= your score minus the peer-panel average. Positive values indicate above-peer performance.

How these benchmarks are produced

Methodology — We do not yet hold a dedicated peer panel for "Manufacturing". Your results are therefore compared against our cross-industry panel (n=470), not against a substitute sector.

Benchmarks are the mean dimension score of organisations that have completed the Customer Experience Institute Online CX Maturity Assessment. Scores are self-reported and unaudited.

Percentiles are indicative estimates only: they assume a normal distribution around the panel mean with a standard deviation of 0.6, and are rounded to the nearest whole percentile and capped at the 5th/95th. They are directional guidance, not a measured rank.

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Comprehensive Customer Experience Capability Analysis

STRENGTHS TO LEVERAGE — NORTHWIND INDUSTRIAL GROUP

Most CX assessments focus on weaknesses. The capabilities below are where Northwind Industrial Group is strongest — and therefore where the highest-leverage moves can be made to convert maturity into commercial advantage.

1. Organizational Alignment & Culture

Score: 3.3/5.0

- Spin up a "CX Academy" to certify employees and license the curriculum to partners.
- Use cultural strength to attract top CX talent — feature it in employer branding.
- Embed customer-obsession rituals (e.g. weekly customer story) across every leadership meeting.

2. Technology & Data

Score: 3.2/5.0

- Expose your unified customer data through APIs to monetize ecosystem partnerships.
- Use real-time data maturity to launch proactive service plays (next-best-action, churn save).
- Position your tech stack as a competitive moat in pitches and analyst briefings.

3. Experience Design & Improvement

Score: 3.0/5.0

- Publish design standards as an internal brand asset to lift consistency across new touchpoints.
- Use journey expertise to lead enterprise process re-engineering programs.
- Convert standout journey moments into case studies for sales enablement and PR.

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

CROSS-SECTOR CASE STUDIES

Reference cases of organizations in your industry that have achieved standout CX outcomes. Use these as a discussion starter for your own transformation roadmap.

Case 1: USAA (US insurance & banking)

Challenge:

Maintaining best-in-class member experience while scaling digital channels.

Intervention:

Embedded a member-centric operating model with deep journey analytics and frontline empowerment.

Outcome:

Consistently ranked #1 in JD Power customer satisfaction studies for banking and insurance for over a decade.

Source: JD Power; Forrester CX Index

[Read the full case study →](#)

Case 2: Sephora

Challenge:

Differentiating in beauty retail through a unified omnichannel experience.

Intervention:

Built the Beauty Insider loyalty program with deep personalization, AR try-on, and seamless app/store integration.

Outcome:

Loyalty program drives ~80% of revenue; recognized as a leader in retail CX innovation.

Source: Forbes; Harvard Business Review case studies

[Read the full case study →](#)

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

Case 3: Cleveland Clinic

Challenge:
Translating clinical excellence into a consistently empathetic patient experience.

Intervention:
Created the Office of Patient Experience, mandatory empathy training ("Empathy: The Human Connection"), and patient-experience metrics tied to leadership.

Outcome:
Significant improvements in HCAHPS scores; recognized globally as a benchmark for patient experience.

Source: Cleveland Clinic; Harvard Business Review

[Read the full case study →](#)

NEXT BEST ACTIONS BY DIMENSION - NORTHWIND INDUSTRIAL GROUP

Tip: Click "Read full guide →" under any action for an AI-generated implementation walkthrough.

P1 = high impact, low/medium effort — start now. P2 = worthwhile, sequence next. P3 = structural or lower-yield — plan beyond 90 days.

Strategy & Governance

Score: 2.7/5.0

This dimension assesses whether there's a clear, well-defined CX vision, strategy, and roadmap integrated into the overall business strategy. It also looks at the organizational structures, leadership commitment, accountability, and decision-making processes in place to support and drive CX initiatives. Are CX goals explicitly stated, measured, and reviewed at a leadership level? Is there a dedicated CX team or leadership?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Integrate CX strategy into all departmental business plans
 - P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days
 - Owner: Chief Customer Officer (exec sponsor: CEO)
 - Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Retention of strategic accounts and reduced executive escalation cost
 - [Read full AI guide →](#)
- Establish CX centers of excellence across business units
 - P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days
 - Owner: Chief Customer Officer (exec sponsor: CEO)
 - Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Retention of strategic accounts and reduced executive escalation cost
 - [Read full AI guide →](#)

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

- Create CX innovation pipeline with dedicated funding

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: Chief Customer Officer (exec sponsor: CEO)

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Retention of strategic accounts and reduced executive escalation cost

[Read full AI guide →](#)

- Implement advanced CX governance with automated workflows

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: Chief Customer Officer (exec sponsor: CEO)

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Retention of strategic accounts and reduced executive escalation cost

[Read full AI guide →](#)

- Develop CX capability building programs organization-wide

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: Chief Customer Officer (exec sponsor: CEO)

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Retention of strategic accounts and reduced executive escalation cost

[Read full AI guide →](#)

- Create strategic partnerships to enhance CX capabilities

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: Chief Customer Officer (exec sponsor: CEO)

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Retention of strategic accounts and reduced executive escalation cost

[Read full AI guide →](#)

Measurement & ROI

Score: 2.7/5.0

This dimension focuses on the ability to define, measure, and track CX metrics and demonstrate the business value and return on investment (ROI) of CX initiatives. This includes key performance indicators (KPIs) like NPS, CSAT, CES, customer churn, retention, and the ability to link CX improvements to financial outcomes. Are CX efforts tied to measurable business results, and is there a process for continuous optimization based on these results?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Establish comprehensive ROI models for CX initiatives

P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

- Create integrated dashboards linking CX to operational and financial KPIs

P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

- Implement customer journey satisfaction tracking across touchpoints

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

- Develop customer health scoring and early warning systems

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

- Create predictive analytics for customer behavior and business impact

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

- Establish voice of customer integration in business planning

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: CX Analytics lead (sign-off: CFO)

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Defensible CX business case — protects and unlocks CX investment

[Read full AI guide →](#)

Customer Understanding & Insights

Score: 2.8/5.0

This dimension evaluates how effectively an organization collects, analyzes, and disseminates customer insights. This includes Voice of Customer (VoC) programs, journey mapping, persona development, market research, and the ability to turn raw data into actionable insights that inform decisions across the business. Do they have a unified view of the customer? How consistently do they act on feedback?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Deploy advanced analytics for customer behavior prediction

P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

- Implement real-time customer sentiment monitoring

P1 | Impact: High | Effort: Low | Timeline: 0 – 30 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

- Create closed-loop feedback systems with automated follow-up

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

- Establish customer research capabilities including ethnographic studies

P1 | Impact: High | Effort: Medium | Timeline: 0 – 30 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

- Implement AI-powered customer segmentation

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

- Create customer journey analytics across all touchpoints

P2 | Impact: High | Effort: High | Timeline: 31 – 90 days

Owner: Head of Customer Insights / VoC lead

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Faster, evidence-led decisions — lower cost of rework and failed initiatives

[Read full AI guide →](#)

Experience Design & Improvement

Score: 3.0/5.0

This dimension focuses on the deliberate design of customer journeys and touchpoints. It assesses the use of human-centered design principles, journey mapping, prototyping, and continuous improvement processes to create seamless, intuitive, and delightful experiences. Are experiences intentionally designed and regularly optimized based on customer feedback and business goals?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Implement journey orchestration platform for seamless experiences

P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days

Owner: Head of Experience Design (journey owner)

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Reduced friction and cost-to-serve across priority journeys

[Read full AI guide →](#)

- Establish experience design standards and governance processes

P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days

Owner: Head of Experience Design (journey owner)

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Reduced friction and cost-to-serve across priority journeys

[Read full AI guide →](#)

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

- Create systematic approach for testing and optimizing interactions
 - P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days
 - Owner: Head of Experience Design (journey owner)
 - Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Reduced friction and cost-to-serve across priority journeys
 - [Read full AI guide →](#)
- Implement omnichannel consistency standards and measurement
 - P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days
 - Owner: Head of Experience Design (journey owner)
 - Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Reduced friction and cost-to-serve across priority journeys
 - [Read full AI guide →](#)
- Develop real-time journey monitoring and optimization capabilities
 - P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days
 - Owner: Head of Experience Design (journey owner)
 - Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Reduced friction and cost-to-serve across priority journeys
 - [Read full AI guide →](#)
- Create customer co-creation programs for experience innovation
 - P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days
 - Owner: Head of Experience Design (journey owner)
 - Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Reduced friction and cost-to-serve across priority journeys
 - [Read full AI guide →](#)

Technology & Data

Score: 3.2/5.0

This dimension examines the technological infrastructure and data management capabilities that enable effective CX. This includes CRM systems, customer data platforms (CDPs), analytics tools, personalization engines, automation, and the integration of these systems to provide a holistic view of the customer and support real-time interactions. Is technology leveraged to personalize experiences and streamline operations?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Implement advanced analytics and AI/ML for predictive insights
 - P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days
 - Owner: CIO / Head of Data & Platforms
 - Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption
 - [Read full AI guide →](#)
- Deploy real-time personalization engines
 - P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days
 - Owner: CIO / Head of Data & Platforms
 - Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption
 - [Read full AI guide →](#)
- Create omnichannel experience platform
 - P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days
 - Owner: CIO / Head of Data & Platforms

Assessment Complete for Northwind Industrial Group

Comprehensive Customer Experience Capability Analysis

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption

[Read full AI guide →](#)

- Establish automated customer service and support systems

P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days

Owner: CIO / Head of Data & Platforms

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption

[Read full AI guide →](#)

- Implement advanced data governance and security measures

P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days

Owner: CIO / Head of Data & Platforms

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption

[Read full AI guide →](#)

- Create API-first architecture for system integration

P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days

Owner: CIO / Head of Data & Platforms

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Lower manual effort, faster resolution, higher self-service adoption

[Read full AI guide →](#)

Organizational Alignment & Culture (People)

Score: 3.3/5.0

This dimension assesses how deeply customer-centricity is embedded within the organizational culture. It looks at employee understanding and commitment to CX, cross-functional collaboration, training, incentives, and the empowerment of employees to deliver excellent customer experiences. Do all employees understand their role in CX, and are they supported in delivering it?

[Read full AI guide for this dimension →](#)

Recommended next steps (6) — At this score, focus on scaling and embedding what already works:

- Embed CX principles in all HR processes (hiring, onboarding, performance)

P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days

Owner: CHRO / People & Culture lead

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

- Create dedicated cross-functional teams for journey ownership

P2 | Impact: Medium | Effort: Low | Timeline: 31 – 90 days

Owner: CHRO / People & Culture lead

Indicative investment: R50k – R150k (£2k – £6k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

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- Implement comprehensive customer experience training for frontline staff, customer service, sales and customer support employees

P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days

Owner: CHRO / People & Culture lead

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

- Establish customer immersion experiences for leadership

P3 | Impact: Medium | Effort: Medium | Timeline: 90 – 180 days

Owner: CHRO / People & Culture lead

Indicative investment: R150k – R500k (£6k – £21k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

- Create customer advocacy programs with employee participation

P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days

Owner: CHRO / People & Culture lead

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

- Develop CX competency framework and career development paths

P3 | Impact: Medium | Effort: High | Timeline: 90 – 180 days

Owner: CHRO / People & Culture lead

Indicative investment: R500k – R1.5m (£21k – £65k) | Value lever: Lower attrition of client-facing staff and higher first-contact resolution

[Read full AI guide →](#)

Investment bands are indicative planning ranges based on typical South African mid-market CX programme costs (internal time plus external support). They are not quotes; confirm against your own resourcing and procurement rates. GBP equivalents use an indicative rate of R23.50 = £1.

IMPLEMENTATION ROADMAP & NEXT BEST STEPS

Based on your assessment results, here are the recommended actions to begin your CX transformation journey:

Immediate Actions (Next 30 Days)

- Schedule CX leadership alignment session to review results
- Identify quick wins from lowest-scoring dimensions
- Establish CX steering committee with key stakeholders

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- Begin collecting baseline customer feedback data
- Create communication plan to share assessment insights
- Define initial CX improvement budget and resources

Short-term Goals (60-90 Days)

- Implement foundational processes for lowest-scoring areas
- Launch pilot customer journey mapping initiative
- Establish regular customer feedback collection routine
- Begin cross-functional CX team formation
- Create initial CX metrics dashboard
- Start employee CX awareness and training program

Strategic Priorities (6-12 Months)

- Establish formal customer feedback collection processes
- Define basic customer experience metrics and KPIs
- Create customer journey mapping for key touchpoints
- Implement regular customer satisfaction surveys
- Train front-line staff on customer service fundamentals
- Set up basic customer complaint resolution procedures

Priority Focus: Foundation Building

Timeline: 3-6 months

Focus: Building foundational CX capabilities and processes

RECOMMENDED RESEARCH & READINGS

1. Customer Experience Strategy Fundamentals - Harvard Business Review:
<https://hbr.org/topic/subject/customer-experience>
2. Building Customer-Centric Organizations - McKinsey & Company:
<https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/the-ceo-guide-to-customer-experience>
3. Customer Journey Mapping Best Practices - Forrester Research:
<https://www.forrester.com/blogs/category/customer-experience/>
4. Advanced Customer Journey Mapping Techniques - Nielsen Norman Group:
<https://www.nngroup.com/articles/journey-mapping-101/>

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5. Measuring Customer Experience ROI - Bain & Company:

<https://www.bain.com/insights/topics/customer-strategy-and-marketing/>

6. The Ultimate Guide to CX Transformation - Gartner:

<https://www.gartner.com/en/customer-service-support/topics/customer-experience>

7. Technology Enablers for Modern CX - MIT Sloan:

<https://mitsloan.mit.edu/ideas-made-to-matter/how-to-improve-customer-experience>

8. Employee Engagement and CX Excellence - Gallup:

<https://www.gallup.com/workplace/customer-experience.aspx>

9. Measuring and Proving CX ROI - PwC Strategy:

<https://www.pwc.com/gx/en/industries/consumer-markets/consumer-insights-survey.html>

10. Leading CX Transformation - Deloitte Insights:

<https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends.html>

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APPENDIX — METHODOLOGY & SOURCES

Everything behind the numbers in this report, in one place: which peer panel was used, how large it is, how scores and percentiles are calculated, and what these figures can and cannot tell you.

Benchmark panel	Sample size	Applied here
Financial Services	n=200	—
Retail	n=150	—
Healthcare	n=120	—
Cross-Industry (All Sectors)	n=470	Yes

Panel applied to this report

- No dedicated panel exists for "Manufacturing", so Northwind Industrial Group is compared against the cross-industry panel. We never substitute an unrelated sector's figures.
- Applied panel: Cross-Industry (All Sectors) (n=470).

Where the benchmark data comes from

- Benchmarks are the mean dimension score of organisations that have completed the Customer Experience Institute Online CX Maturity Assessment.
- Responses are self-reported and unaudited. Panels are refreshed as new completed assessments are added, so figures may move between report editions.
- Panels with fewer than 100 completed assessments are not published as standalone benchmarks; those organisations are compared cross-industry instead.

Scoring scale

- Every question is scored 1–5. Dimension scores are the unweighted mean of that dimension's questions; the overall score is the unweighted mean of the six dimension scores.
- Maturity levels: 1.0–1.9 Initial, 2.0–2.9 Developing, 3.0–3.9 Defined, 4.0–4.4 Managed, 4.5–5.0 Optimised.

Percentile assumptions

- Percentiles are indicative estimates, not measured ranks. They assume a normal distribution around the panel mean with an assumed standard deviation of 0.6 score points.
- Estimate = $50 + (\text{your score minus the panel mean}) / 0.6 \times 20$, rounded to the nearest whole percentile and capped at the 5th and 95th percentile.

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- Delta is your score minus the panel mean. Positive values indicate above-peer performance.

Case studies and cost estimates

- Case studies are drawn from publicly available company reports, regulator filings and reputable industry press; each carries its source and a link to the underlying material.
- Indicative investment ranges reflect South African mid-market programme costs (ZAR, with GBP equivalents at an indicative rate) and exclude internal salary time, licence renewals and VAT. They are planning ranges for budget conversations, not quotations.

Limitations

- This assessment measures stated capability maturity, not customer-verified outcomes. It is a directional diagnostic to prioritise investment, and should be read alongside your own operational and financial data.

THANK YOU

Dear Alex Morgan,

Thank you for investing your time in completing the Customer Experience Institute Online - CX Maturity Assessment. We trust that the information contained in the report will provide value on clarifying both the key dimensions of customer experience, as well as your strategic areas of improvement on your journey to consistently delivering experience excellence.

Should you require any further assistance or guidance with the implementation of your CX improvement strategy, please feel free to reach out via our website and we will be happy to assist.

Please also visit our website to find more training, tools and resources that you may find useful on your journey to customer experience excellence:

www.cxinstitute.co.za

Warm regards,

Customer Experience Institute Online

Creating Excellence in Customer Experience Transformation

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