Navigating your CCM to CXM transformation

Why enterprises need Aspire's Maturity Assessment (AMA)

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September 2024

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Executive summary

In today's rapidly evolving digital landscape, enterprises are facing increasing pressure to deliver exceptional customer experiences across all touchpoints. The shift from **Customer Communications Management (CCM)** to **Customer Experience Management (CXM)** is no longer optional—it's a critical strategic imperative. In this piece, we'll examine Aspire's CCM-to-CXM Maturity Model and explain how a comprehensive maturity assessment can help businesses find the gaps in their current workflow, identify their biggest barriers to CXM transformation, and chart a tailored path forward.

The CCM-to-CXM evolution

Changing customer expectations, technological advancements, and the need for organizations to differentiate themselves in an increasingly competitive market have driven a radical metamorphosis in the customer communications market. As the business landscape continues to evolve, organizations that fail to advance their CCM-CXM capabilities risk falling behind more customer-centric competitors.

The customer communications landscape has undergone a significant transformation over the last thirty years as more and more organizations grew beyond the traditional document-centric approaches to communications that historically typified CCM and gradually adopted the more holistic, experience-driven strategies common to CXM. Consumers, who have grown accustomed to instant access to personally relevant information from their time online, now have little patience for generic messages or inefficient communications. As a result, **customer experience (CX)** has become an increasingly important metric in business-to-consumer (B2C) communications and enterprise priorities have expanded beyond simplistic efforts to reduce cost and risk as organizations work to increase business value by crafting coordinated strategies that transform their messaging into one cohesive, personalized, and interactive omni-channel experience. This transformation has also been driven by the proliferation of digital touchpoints and communication channels, increasing regulatory pressures and compliance requirements, the need for data-driven insights to inform decision-making, and
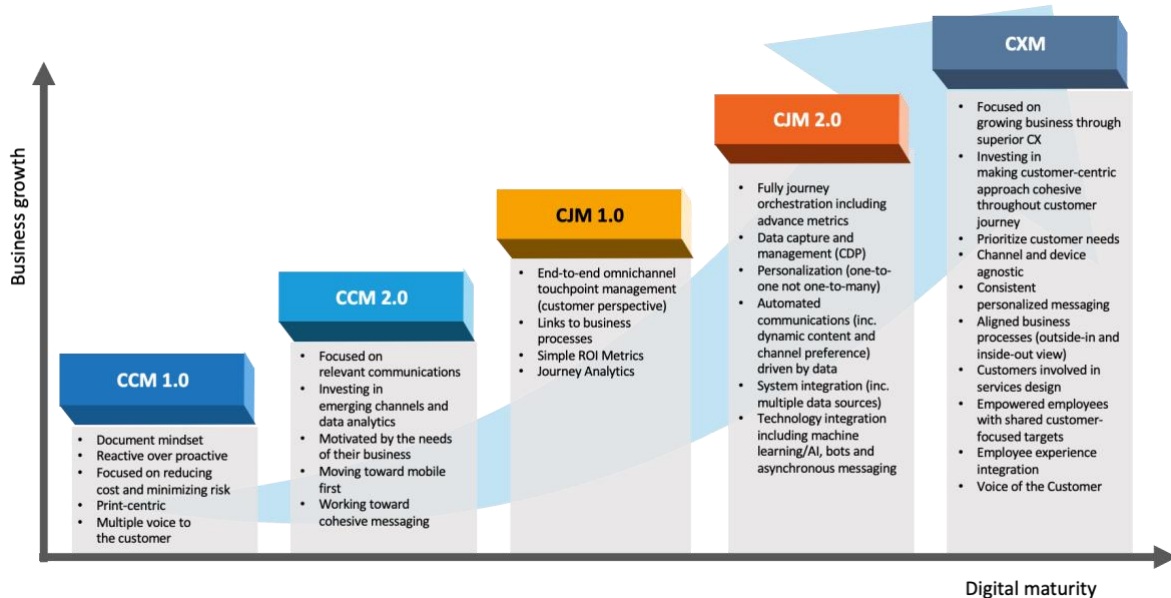
a growing emphasis on customer-centricity as a competitive advantage.

Introducing Aspire's CCM-to-CXM Maturity Model

Aspire's CCM-to-CXM Maturity Model is a comprehensive framework designed to help organizations assess their current capabilities and chart a course for future growth. As Figure 1 illustrates, the model is broken up into five stages.

Figure 1: The five stages of CXM maturity

CCM 1.0
- Document mindset
- Reactive over proactive
- Focused on reducing cost and minimizing risk
- Print-centric
- Multiple voice to the customer

CCM 2.0
- Focused on relevant communications
- Investing in emerging channels and data analytics
- Motivated by the needs of their business
- Moving toward mobile first
- Working toward cohesive messaging

CJM 1.0
- End-to-end omnichannel touchpoint management (customer perspective)
- Links to business processes
- Simple ROI Metrics
- Journey Analytics

CJM 2.0
- Fully journey orchestration including advance metrics
- Data capture and management (CDP)
- Personalization (one-to-one not one-to-many)
- Automated communications (inc. dynamic content and channel preference) driven by data
- System integration (inc. multiple data sources)
- Technology integration including machine learning/AI, bots and asynchronous messaging

CXM
- Focused on growing business through superior CX
- Investing in making customer-centric approach cohesive throughout customer journey
- Prioritize customer needs
- Channel and device agnostic
- Consistent personalized messaging
- Aligned business processes (outside-in and inside-out view)
- Customers involved in services design
- Empowered employees with shared customer-focused targets
- Employee experience integration
- Voice of the Customer

Business growth / Digital maturity

Source: Aspire, 2024

In the first stage, which we call CCM 1.0, businesses manage communications across a disconnected web of legacy systems with a document mindset and a print-centric point of view. Their investments are reactive and their success is defined only in the narrow terms of cost reduction and risk mitigation. Since these organizations do not have a single view of customer or a central communications management hub, interactions can be repetitive or contridictory.

CCM 2.0 organizations have invested in emerging channels and data analytics in an effort to make customer communications more relevant to the individual and achieve the fastest time to market through their customers' preferred channels. While these enterprises are working to craft cohesive messaging in a mobile-first environment, they are still motivated by their own business needs instead of customer demand.

By the **CJM 1.0** stage, organizations have established basic customer journey mapping and data analytics to inform their management of end-to-end omni-channel touchpoints throughout the communications lifecycle. Their management links to business processes and relies on journey analytics and simple ROI metrics to guage success or failure. In contrast, organizations in the **CJM 2.0** stage leverage full journey orchestration and advanced metrics while data gleaned from multiple integrated systems feeds the automated composition of dynamic personalized content.

Fully mature **CXM** organizations have completely integrated, customer-centric experience management that prioritizes customer needs and is focused on growing the business by providing superior digital interactions. These enterprises empower employees with data, technology, and shared customer-focused targets so that they can offer customers consistently relevant, personalized communications and a cohesive conversation across all touchpoints and channels.

To determine where an organization ranks on the maturity scale, Aspire's assessment analyzes representatives' responses across nine key categories: **Strategy, IT Platforms & Infrastructure, Data & Information Management, Risk & Compliance, CXM Process Efficiency, Organization & Team Structure, Delivery & Preferences, Customer Engagement,** and **Digital Culture.**

Aspire's CCM-to-CXM Maturity Model is a comprehensive framework designed to help organizations assess their current capabilities across five major categories so they can chart a course for future growth.

Figure 2: Aspire Maturity Assessment categories

	Level 1 Initial	Level 2 Develop	Level 3 Define	Level 4 Manage	Level 5 Optimize
Strategy	Non-existent	Ad hoc	Managed	Disruptive	Transformational
IT platforms & Infrastructure	Dependent	Some dependence	Redundancy	Enabling	Brokerage
Data & Information Management	Informal	Emerging	Engineered	Controlled	Optimized
Risk & Compliance	Limited	Some control	Establishing	High level	Governance
CXM Process Efficiency	Low/manual	Unstructured	Electronic	Intelligence	Agile
Organization & Team Structure	No coordination	Ad hoc	Structured	Cross functional	CoE or Shared service
Delivery & Preferences	Legacy	Single channel	Cross channel	Multi-channel	Omni-channel
Customer Engagement	None	Limited	Ad hoc	Personalized	Real time
Digital Culture	Non-existent	Nascent	Supported	Empowered	Digital first

Source: Aspire, 2024

In the chart above, these nine assessment categories appear in the row headers while the column headers correspond to the five levels of CXM maturity. In theory, a CXM-mature business should earn a Level 5 score in all categories, but in practice, an organization might be quite advanced in one aspect but relatively weak in another.

That's where the AMA comes in...

Why enterprises need a maturity model

The **Aspire Maturity Assessment (AMA)** provides a comprehensive, objective evaluation of an organization's current CCM-CXM capabilities. This baseline is crucial for identifying strengths, spotting weaknesses, and outlining areas for improvement. It can also help businesses:

- **Highlight capability gaps and zero in on potential opportunities.** The assessment highlights specific gaps between an enterprise's current state and industry best practice standards. This insight will allow stakeholders to prioritize those initiatives and investments that will have the most significant impact on CX transformation.

- **Align stakeholders and create a shared vision.** The AMA process pulls in key stakeholders from across an organization, fostering alignment and creating a shared understanding of CX goals and challenges that lay ahead.

- **Develop a roadmap for transformation.** Aspire will offer actionable recommendations based on the results of the assessment and provide a clear roadmap for driving toward CXM maturity. This guidance can help businesses make more informed decisions about technology investments, process improvements, and organizational changes.

- **Benchmark against industry peers.** The assessment allows stakeholders to compare their enterprise's capabilities against industry benchmarks and best practices, helping them understand how they stack up against the competition and identifying areas where they can capitalize on a competitive advantage.

- **Justify investments and secure buy-in.** The AMA's detailed insights and recommendations can help advocates build a compelling business case for CX investments, making it easier to secure executive buy-in and a slice of the budget.

- **Measure progress over time.** By establishing a baseline and conducting regular assessments, stakeholders can track their organizational progress and demonstrate the impact of new and improved CX initiatives over time.

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Case study: Leading UK financial services business

A leading financial services organization in the UK recently underwent Aspire's AMA, and the assessment revealed that while the organization's stakeholders perceived believed their business had reached the CCM 2.0 stage, it actually scored in the CCM 1.0 level in several key categories

Figure 3: Aspire's Maturity Assessment scoring example

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Source: Aspire, 2024
*Only intended as an example. Scores may not reflect actual results.

Low scores in **Data & Information Management** highlight the need for improved data integration and analytics.

Very low scores in **Organization & Team Structure** point to a need for better alignment and collaboration across departments.

Intermediate scores in areas like **IT Infrastructure** and **Risk & Compliance** suggest there's a solid foundation, but still room for improvement.

Equipped with these insights, this financial services business went on to:

- Develop a clear, comprehensive CCM-CXM strategy aligned with business objectives
- Establish a dedicated Center of Excellence to drive CX initiatives across the organization
- Prioritize customer engagement initiatives to foster stronger relationships and drive loyalty
- Invest in data management and analytics capabilities to enable more personalized experiences
- Cultivate a stronger digital culture through training and change management efforts

Conclusion

Changing customer expectations, technological advancements, and the need for organizations to differentiate themselves in an increasingly competitive market have driven a radical metamorphosis in the customer communications market. As the business landscape continues to evolve, organizations that fail to advance their CCM-CXM capabilities risk falling behind more customer-centric competitors.

Aspire's CCM-to-CXM Maturity Assessment provides the objective insights, experienced guidance, and practical advice needed to navigate this critical transformation successfully. By investing in a comprehensive
maturity assessment, enterprises can gain a clear understanding of their current capabilities, identify key areas for improvement, and develop a strategic plan for delivering exceptional customer experiences across all touchpoints.

Don't let your organization fall behind in the race to deliver superior customer experiences!

Contact Aspire today to learn more about how our CCM-to-CXM Maturity Assessment can help you take control of your digital transformation journey.

Email us at

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About Metaforce

Metaforce, a leading Sweden-based CCM platform provider, offers Centerpoint, a comprehensive solution trusted by major Nordic insurance companies, banks, and government agencies. Centerpoint streamlines customer communication, ensures compliance, and empowers businesses to create exceptional customer experiences.

About Aspire

Aspire is a global analyst and market research firm providing independent insight and trusted advice to the Customer Communications Management (CCM) and Customer Experience Management (CXM) industries. Aspire empowers Enterprises, CCM/CXM Software, Services and Solution providers, and Business Advisories and Private Equity Firms, with unbiased guidance and actionable insights delivered through a variety of highly specialized services.

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