

Resource type: Project 13

Digital Transformation maturity matrix: customers

Customers	Traditional	Simple collaboration	Integrated functions and relationships	High performing enterprise	Interconnected industry
<p>Insight How well do you understand your customers?</p>	<p>No customer information available to most Owner functions - limited to payments, complaints and formal consultation with a small sample of customers.</p>	<p>Decision making accounts for defined customer preferences, but with limited personalisation. Data provides insight on customer value across multiple groups - including those who don't contact the Owner. Customer-led culture developing across Owner functions, but does not yet extend to partners.</p>	<p>Visibility of all customers across the entire data estate provides granular understanding of different customer groups, and value of the services to their lifestyles. Customer-led culture developing across all partners, including understanding what customers really want through revealed as well as stated preferences.</p>	<p>Digital insight enables individual customers' valuation of their services to inform Owner decisions. This deep understanding of customers extends across whole enterprise and customer value sits at the centre of all investment.</p>	<p>Insight into customer value extends across multiple sectors and services, encompassing wider societal value and enabling offer of cross-industry digital services.</p>
<p>Participation How do you include customers in your decisions?</p>	<p>Customers viewed as passive recipients of a service. Owners seek customer validation of their plans. Captive customers have limited choice, with little transparency or differentiation in Owner's offers of services.</p>	<p>Owner is transparent in their use of personal data and informs customers of service availability. Plans in place to give customers more control over their services. Educated customers understand how their data is used, have insight into the bigger picture and buy into benefits of Owner activities.</p>	<p>Digital engagement enables Owner to involve customers, making it easy for them to propose solutions or challenge at any time, across all Owner functions. Customers able to exert meaningful control over their personal data and how it is used. Established relationship with customers creates opportunity to influence behaviours towards better outcomes.</p>	<p>Customers are active participants at multiple interfaces, with greater choice to influence and control expenditure and services. Strong digital ethics underpin customer trust. Complete digital transparency and fair value exchange means customers receive clear benefits from sharing personal data.</p>	<p>Participation extends across company and sector boundaries to include multiple levels of impact and influence, not just direct customers, to maximise benefits for society and deliver inclusive social outcomes.</p>
<p>Experience How does your customers' experience shape your business?</p>	<p>Minimal, one-way communication (eg limited to bills and complaints). Customers have no visibility of Owner operations except when something goes wrong or during formal consultation.</p>	<p>Digital technology delivers a reliable, easy experience. Customers have control, accessing information through their channel of choice. Experience tracked throughout customer journeys using multiple techniques.</p>	<p>Connected systems and data ensure customer experience consistent across all functions (Owner and partners), effortless and easy. Communication personalised to individual customers. Owners build customer trust through enhanced digital engagement</p>	<p>Customer experience is a primary driver of business performance, tracked in real-time for all individuals. Customer satisfaction consistent with leading firms in UK across any industry (eg by UK Customer Satisfaction Index). Plans in place to address digital exclusion.</p>	<p>Customer experience seamless across multiple sectors, with increasing bundling of domestic products and services.</p>
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