

Q1000. Generally speaking, would you say that things in your industry are...?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Heading in the right direction	419 92%	282 94%	137 91%	145 97% E	137 89%	100 91%	300 92%	119 94%	25 66%	245 94% I	149 97%	187 88%	232 96% L
On the wrong track	35 8%	18 6%	13 9%	5 3%	17 11% D	10 9%	27 8%	8 6%	13 34% JK	17 6%	5 3%	25 12% M	10 4%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. *small base

Q1005. How would you rate each of the following areas in your industry?

SUMMARY TABLE OF EXCELLENT (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to keep up with changing customer expectations	151 33%	112 37% E	68 45% DE	44 29%	39 25%	44 40%	87 27%	64 50% G	2 5%	49 19% I	100 65% J	31 15%	120 50% L
Implementation of new customer engagement technologies	136 30%	91 30%	59 39% D	32 21%	45 29%	52 47%	78 24%	58 46% G	2 5%	51 19% I	83 54% J	33 16%	103 43% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005. How would you rate each of the following areas in your industry?

SUMMARY TABLE OF EXCELLENT/GOOD (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Implementation of new customer engagement technologies	390 86%	264 88%	136 91% E	128 85%	126 82%	96 87%	274 84%	116 91% G	14 37%	228 87% I	148 96% J	167 79%	223 92% L
The ability to keep up with changing customer expectations	389 86%	261 87%	132 88%	129 86%	128 83%	102 93%	274 84%	115 91%	15 39%	227 87% I	147 95% J	166 78%	223 92% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005. How would you rate each of the following areas in your industry?
 SUMMARY TABLE OF FAIR/POOR (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to keep up with changing customer expectations	65 14%	39 13%	18 12%	21 14%	26 17%	8 7%	53 16%	12 9%	23 61% JK	35 13% K	7 5%	46 22% M	19 8%
Implementation of new customer engagement technologies	64 14%	36 12%	14 9%	22 15%	28 18% C	14 13%	53 16% H	11 9%	24 63% JK	34 13% K	6 4%	45 21% M	19 8%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005_1. How would you rate each of the following areas in your industry?
1. Implementation of new customer engagement technologies

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	390 86%	264 88%	136 91% E	128 85%	126 82%	96 87%	274 84%	116 91% G	14 37%	228 87% I	148 96% J	167 79%	223 92% L
Excellent	136 30%	91 30%	59 39% D	32 21%	45 29%	52 47%	78 24%	58 46% G	2 5%	51 19% I	83 54% J	33 16%	103 43% L
Good	254 56%	173 58%	77 51%	96 64% CE	81 53%	44 40%	196 60% H	58 46%	12 32%	177 68% IK	65 42%	134 63% M	120 50%
BOTTOM 2 BOX (NET)	64 14%	36 12%	14 9%	22 15%	28 18% C	14 13%	53 16% H	11 9%	24 63% JK	34 13% K	6 4%	45 21% M	19 8%
Fair	59 13%	32 11%	10 7% D	22 15% C	27 18% CB	14 13%	48 15%	11 9%	20 53% JK	33 13% K	6 4%	40 19% M	19 8%
Poor	5 1%	4 1%	4 3% D	-	1 1%	-	5 2%	-	4 11% JK	1 *	-	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005_2. How would you rate each of the following areas in your industry?
2. The ability to keep up with changing customer expectations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	389 86%	261 87%	132 88%	129 86%	128 83%	102 93%	274 84%	115 91%	15 39%	227 87% I	147 95% J	166 78%	223 92% L
Excellent	151 33%	112 37% E	68 45% DE	44 29%	39 25%	44 40%	87 27%	64 50% G	2 5%	49 19% I	100 65% J	31 15%	120 50% L
Good	238 52%	149 50%	64 43%	85 57% C	89 58% C	58 53%	187 57% H	51 40%	13 34%	178 68% IK	47 31%	135 64% M	103 43%
BOTTOM 2 BOX (NET)	65 14%	39 13%	18 12%	21 14%	26 17%	8 7%	53 16%	12 9%	23 61% JK	35 13% K	7 5%	46 22% M	19 8%
Fair	56 12%	35 12%	18 12%	17 11%	21 14%	7 6%	47 14% H	9 7%	17 45% JK	32 12% K	7 5%	38 18% M	18 7%
Poor	9 2%	4 1%	-	4 3% C	5 3% C	1 1%	6 2%	3 2%	6 16% JK	3 1%	-	8 4% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q100. How would you rate your company's ability to deliver an exceptional customer experience?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	416 92%	279 93%	139 93%	140 93%	137 89%	104 95%	300 92%	116 91%	-	262 100%	154 100%	179 84%	237 98%
Excellent	154 34%	107 36%	72 48% DE	35 23%	47 31%	62 56%	95 29%	59 46% G	-	-	154 100%	37 17%	117 48% L
Good	262 58%	172 57%	67 45%	105 70% CE	90 58% C	42 38%	205 63% H	57 45%	-	262 100% IK	-	142 67% M	120 50%
BOTTOM 2 BOX (NET)	38 8%	21 7%	11 7%	10 7%	17 11%	6 5%	27 8%	11 9%	38 100% JK	-	-	33 16% M	5 2%
Fair	35 8%	19 6%	10 7%	9 6%	16 10%	6 5%	24 7%	11 9%	35 92% JK	-	-	30 14% M	5 2%
Poor	3 1%	2 1%	1 1%	1 1%	1 1%	-	3 1%	-	3 8% JK	-	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	431 95%	283 94%	140 93%	143 95%	148 96%	108 98%	308 94%	123 97%	37 97%	254 97% K	140 91%	207 98% M	224 93%
Real-time Engagement - Being able to engage with customers in real-time (i.e., at the right moment, with the speed and frequency they want or need)	229 50%	151 50%	77 51%	74 49%	78 51%	50 45%	164 50%	65 51%	17 45%	150 57% K	62 40%	114 54%	115 48%
Customer understanding - Having a complete view of the customer (i.e., knowing their preferences, behaviors, purchase patterns, anticipating their needs, etc.)	218 48%	145 48%	75 50%	70 47%	73 47%	61 55%	150 46%	68 54%	22 58%	125 48%	71 46%	99 47%	119 49%
Personalization - Consistently delivering contextually relevant and individualized customer experiences	200 44%	126 42%	66 44%	60 40%	74 48%	50 45%	143 44%	57 45%	21 55% K	128 49% K	51 33%	93 44%	107 44%
Privacy - Maintaining safeguards on personally identifiable customer information, being transparent with what data we are collecting and how it's being stored/used, and/or allowing consumers to set preferences or authorizations for what information is collected and how it is being used	198 44%	123 41%	63 42%	60 40%	75 49%	45 41%	133 41%	65 51% G	15 39%	112 43%	71 46%	84 40%	114 47%
Single Customer View - Maintaining a comprehensive, up-to-date record of the customer using all available data sources (1st, 2nd & 3rd party data)	167 37%	108 36%	59 39%	49 33%	59 38%	31 28%	99 30%	68 54% G	18 47%	89 34%	60 39%	71 33%	96 40%
Omnichannel presence - Delivering a consistent customer experience across multiple channels and interaction touchpoints	156 34%	96 32%	56 37% D	40 27%	60 39% D	45 41%	116 35%	40 31%	16 42%	80 31%	60 39%	77 36%	79 33%
Other, please specify	1	1	-	1 1%	-	2 2%	1	-	-	-	1 1%	-	1

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
None	19 4%	13 4%	9 6%	4 3%	6 4%	2 2%	15 5%	4 3%	1 3%	6 2%	12 8%	3 1%	16 7%
Not sure	4 1%	4 1%	1 1%	3 2%	-	-	4 1%	-	-	2 1%	2 1%	2 1%	2 1%
Sigma	1192 263%	767 256%	406 271%	361 241%	425 276%	286 260%	825 252%	367 289%	110 289%	692 264%	390 253%	543 256%	649 268%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q103. You mentioned more than one challenge that your company faces in delivering an exceptional customer experience. Which one presents the biggest challenge for your company?

Base: Selected Multiple Challenges

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	431	283	140	143	148	108	308	123	37*	254	140	207	224
Weighted Base	431	283	140	143	148	108	308	123	37*	254	140	207	224
Customer understanding - Having a complete view of the customer (i.e., knowing their preferences, behaviors, purchase patterns, anticipating their needs, etc.)	99 23%	69 24%	37 26%	32 22%	30 20%	34 31%	62 20%	37 30% G	11 30%	44 17%	44 31% J	42 20%	57 25%
Real-time Engagement - Being able to engage with customers in real-time (i.e., at the right moment, with the speed and frequency they want or need)	98 23%	65 23%	35 25%	30 21%	33 22%	20 19%	71 23%	27 22%	5 14%	71 28% K	22 16%	42 20%	56 25%
Privacy - Maintaining safeguards on personally identifiable customer information, being transparent with what data we are collecting and how it's being stored/used, and/or allowing consumers to set preferences or authorizations for what information is collected and how it is being used.	86 20%	49 17%	24 17% F	25 17%	37 25%	8 7%	64 21%	22 18%	6 16%	52 20%	28 20%	42 20%	44 20%
Personalization - Consistently delivering contextually relevant and individualized customer experiences	64 15%	44 16%	15 11%	29 20% C	20 14%	14 13%	46 15%	18 15%	5 14%	44 17%	15 11%	32 15%	32 14%
Omnichannel presence - Delivering a consistent customer experience across multiple channels and interaction touchpoints	43 10%	27 10%	15 11%	12 8%	16 11%	23 21% C	34 11%	9 7%	4 11%	22 9%	17 12%	25 12%	18 8%
Single Customer View - Maintaining a comprehensive, up-to-date record of the customer using all available data sources (1st, 2nd & 3rd party data)	41 10%	29 10%	14 10%	15 10%	12 8%	8 7%	31 10%	10 8%	6 16%	21 8%	14 10%	24 12%	17 8%
Other	-	-	-	-	-	1 1%	-	-	-	-	-	-	-
Sigma	431 100%	283 100%	140 100%	143 100%	148 100%	108 100%	308 100%	123 100%	37 100%	254 100%	140 100%	207 100%	224 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105. To what extent do you agree with the following statements?
 SUMMARY TABLE OF STRONGLY / SOMEWHAT AGREE (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
My company provides a better overall customer experience than our competitors	407 90%	278 93% E	141 94% E	137 91% E	129 84%	100 91%	289 88%	118 93%	21 55%	237 90% I	149 97% J	173 82%	234 97% L
My company has significant room for improvement in delivering a consistently exceptional customer experience	347 76%	233 78%	118 79%	115 77%	114 74%	93 85%	241 74%	106 83% G	29 76%	202 77%	116 75%	159 75%	188 78%
My company has the right customer experience strategy but isn't able to execute it effectively	258 57%	178 59%	95 63% E	83 55%	80 52%	69 63%	174 53%	84 66% G	21 55%	159 61% K	78 51%	115 54%	143 59%
My company is struggling to meet our customer's rising expectations for a personalized experience	195 43%	140 47% E	75 50% E	65 43%	55 36%	55 50%	122 37%	73 57% G	23 61% K	114 44%	58 38%	90 42%	105 43%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105. To what extent do you agree with the following statements?
SUMMARY TABLE OF STRONGLY / SOMEWHAT DISAGREE (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
My company is struggling to meet our customer's rising expectations for a personalized experience	259 57%	160 53%	75 50%	85 57%	99 64% CB	55 50%	205 63% H	54 43%	15 39%	148 56%	96 62% I	122 58%	137 57%
My company has the right customer experience strategy but isn't able to execute it effectively	196 43%	122 41%	55 37%	67 45%	74 48% C	41 37%	153 47% H	43 34%	17 45%	103 39%	76 49% J	97 46%	99 41%
My company has significant room for improvement in delivering a consistently exceptional customer experience	107 24%	67 22%	32 21%	35 23%	40 26%	17 15%	86 26% H	21 17%	9 24%	60 23%	38 25%	53 25%	54 22%
My company provides a better overall customer experience than our competitors	47 10%	22 7%	9 6%	13 9%	25 16% CDB	10 9%	38 12%	9 7%	17 45% JK	25 10% K	5 3%	39 18% M	8 3%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105_1. To what extent do you agree with the following statements?

1. My company has the right customer experience strategy but isn't able to execute it effectively

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	258 57%	178 59%	95 63% E	83 55%	80 52%	69 63%	174 53%	84 66% G	21 55%	159 61% K	78 51%	115 54%	143 59%
Strongly agree	89 20%	69 23% E	45 30% DE	24 16%	20 13%	32 29%	48 15%	41 32% G	1 3%	45 17% I	43 28% J	22 10%	67 28% L
Somewhat agree	169 37%	109 36%	50 33%	59 39%	60 39%	37 34%	126 39%	43 34%	20 53% K	114 44% K	35 23%	93 44% M	76 31%
BOTTOM 2 BOX (NET)	196 43%	122 41%	55 37%	67 45%	74 48% C	41 37%	153 47% H	43 34%	17 45%	103 39%	76 49% J	97 46%	99 41%
Somewhat disagree	152 33%	90 30%	34 23%	56 37% C	62 40% CB	32 29%	120 37% H	32 25%	16 42%	94 36%	42 27%	90 42% M	62 26%
Strongly disagree	44 10%	32 11%	21 14%	11 7%	12 8%	9 8%	33 10%	11 9%	1 3%	9 3%	34 22% J	7 3%	37 15% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105_2. To what extent do you agree with the following statements?

2. My company is struggling to meet our customer's rising expectations for a personalized experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	195 43%	140 47% E	75 50% E	65 43%	55 36%	55 50%	122 37%	73 57% G	23 61% K	114 44%	58 38%	90 42%	105 43%
Strongly agree	67 15%	53 18% E	26 17% E	27 18% E	14 9%	29 26%	40 12%	27 21% G	4 11%	35 13%	28 18%	19 9%	48 20% L
Somewhat agree	128 28%	87 29%	49 33%	38 25%	41 27%	26 24%	82 25%	46 36% G	19 50% JK	79 30% K	30 19%	71 33% M	57 24%
BOTTOM 2 BOX (NET)	259 57%	160 53%	75 50%	85 57%	99 64% CB	55 50%	205 63% H	54 43%	15 39%	148 56%	96 62% I	122 58%	137 57%
Somewhat disagree	180 40%	101 34%	39 26%	62 41% C	79 51% CB	39 35%	148 45% H	32 25%	13 34%	123 47% K	44 29%	106 50% M	74 31%
Strongly disagree	79 17%	59 20%	36 24% E	23 15%	20 13%	16 15%	57 17%	22 17%	2 5%	25 10%	52 34% IJ	16 8%	63 26% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105_3. To what extent do you agree with the following statements?

3. My company has significant room for improvement in delivering a consistently exceptional customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	347 76%	233 78%	118 79%	115 77%	114 74%	93 85%	241 74%	106 83% G	29 76%	202 77%	116 75%	159 75%	188 78%
Strongly agree	127 28%	94 31% E	56 37% DE	38 25%	33 21%	37 34%	78 24%	49 39% G	9 24%	63 24%	55 36% J	37 17%	90 37% L
Somewhat agree	220 48%	139 46%	62 41%	77 51%	81 53%	56 51%	163 50%	57 45%	20 53%	139 53% K	61 40%	122 58% M	98 40%
BOTTOM 2 BOX (NET)	107 24%	67 22%	32 21%	35 23%	40 26%	17 15%	86 26% H	21 17%	9 24%	60 23%	38 25%	53 25%	54 22%
Somewhat disagree	92 20%	56 19%	24 16%	32 21%	36 23%	13 12%	75 23% H	17 13%	8 21%	56 21%	28 18%	49 23%	43 18%
Strongly disagree	15 3%	11 4%	8 5%	3 2%	4 3%	4 4%	11 3%	4 3%	1 3%	4 2%	10 6% J	4 2%	11 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q105_4. To what extent do you agree with the following statements?
 4. My company provides a better overall customer experience than our competitors

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	407 90%	278 93% E	141 94% E	137 91% E	129 84%	100 91%	289 88%	118 93%	21 55%	237 90% I	149 97% J	173 82%	234 97% L
Strongly agree	174 38%	127 42% E	73 49% DE	54 36%	47 31%	50 45%	117 36%	57 45%	2 5%	74 28% I	98 64% J	40 19%	134 55% L
Somewhat agree	233 51%	151 50%	68 45%	83 55%	82 53%	50 45%	172 53%	61 48%	19 50%	163 62% K	51 33%	133 63% M	100 41%
BOTTOM 2 BOX (NET)	47 10%	22 7%	9 6%	13 9%	25 16% CDB	10 9%	38 12%	9 7%	17 45% JK	25 10% K	5 3%	39 18% M	8 3%
Somewhat disagree	41 9%	19 6%	8 5%	11 7%	22 14% CB	10 9%	33 10%	8 6%	14 37% JK	23 9% K	4 3%	34 16% M	7 3%
Strongly disagree	6 1%	3 1%	1 1%	2 1%	3 2%	-	5 2%	1 1%	3 8% JK	2 1%	1 1%	5 2%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q107. How well is your company able to execute on its customer experience strategy?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	441 97%	292 97%	148 99%	144 96%	149 97%	110 100%	317 97%	124 98%	29 76%	258 98%	154 100%	199 94%	242 100%
Very well	169 37%	122 41% E	76 51% DE	46 31%	47 31%	57 52%	112 34%	57 45% G	2 5%	63 24% I	104 68% J	38 18%	131 54% L
Somewhat well	272 60%	170 57%	72 48%	98 65% C	102 66% CB	53 48%	205 63%	67 53%	27 71% K	195 74% K	50 32%	161 76% M	111 46%
BOTTOM 2 BOX (NET)	13 3%	8 3%	2 1%	6 4%	5 3%	-	10 3%	3 2%	9 24% JK	4 2%	-	13 6% M	-
Not very well	12 3%	8 3%	2 1%	6 4%	4 3%	-	9 3%	3 2%	9 24% JK	3 1%	-	12 6% M	-
Not at all well	1 *	-	-	-	1 1%	-	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q108. Which of the following words or phrases would you use to describe your company's customer experience strategy? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Customer-driven	316 70%	211 70%	115 77% D	96 64%	105 68%	74 67%	236 72%	80 63%	17 45%	184 70% I	115 75%	139 66%	177 73%
Innovative	260 57%	178 59%	101 67% DEF	77 51%	82 53%	56 51%	187 57%	73 57%	11 29%	142 54% I	107 69% J	95 45%	165 68% L
Data-driven	185 41%	127 42%	67 45%	60 40%	58 38%	56 51%	129 39%	56 44%	17 45%	97 37%	71 46%	79 37%	106 44%
Competitor-driven	157 35%	109 36%	54 36%	55 37%	48 31%	39 35%	104 32%	53 42% G	13 34%	80 31%	64 42% J	61 29%	96 40% L
Price-driven	136 30%	90 30%	56 37% D	34 23%	46 30%	34 31%	79 24%	57 45% G	12 32%	77 29%	47 31%	62 29%	74 31%
Omnichannel	117 26%	71 24%	42 28%	29 19%	46 30% D	28 25%	82 25%	35 28%	5 13%	69 26%	43 28%	45 21%	72 30% L
Lagging	47 10%	30 10%	17 11%	13 9%	17 11%	8 7%	23 7%	24 19% G	12 32% JK	25 10%	10 6%	29 14% M	18 7%
Outdated	41 9%	21 7%	11 7%	10 7%	20 13% B	10 9%	20 6%	21 17% G	11 29% JK	19 7%	11 7%	26 12% M	15 6%
Other, please specify	1 *	-	-	-	1 1%	2 2%	-	1 1%	-	1 *	-	-	1 *
Sigma	1260 278%	837 279%	463 309%	374 249%	423 275%	307 279%	860 263%	400 315%	98 258%	694 265%	468 304%	536 253%	724 299%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q110. What has proven to be the biggest gap between your customer experience strategy and the execution of that strategy across all customer interaction channels?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Customer data is available but is lacking in the depth required to get new levels of performance gains	112 25%	66 22%	34 23%	32 21%	46 30%	31 28%	79 24%	33 26%	7 18%	71 27%	34 22%	58 27%	54 22%
Fragmented engagement systems that fail to connect or deliver a unified view of the customer experience across touchpoints	83 18%	51 17%	28 19%	23 15%	32 21%	25 23%	60 18%	23 18%	7 18%	44 17%	32 21%	43 20%	40 17%
Marketing is the only team fully invested in data-driven customer strategy, and it has been frustrating to get other teams and stakeholders involved	75 17%	46 15%	23 15%	23 15%	29 19%	15 14%	52 16%	23 18%	8 21%	42 16%	25 16%	32 15%	43 18%
Not able to keep pace with a customer's expectations for real-time, omni-channel engagement	73 16%	59 20% E	26 17% E	33 22% E	14 9%	14 13%	55 17%	18 14%	8 21%	48 18% K	17 11%	42 20% M	31 13%
Silos of customer data that remain inaccessible across the entire organization	54 12%	36 12%	19 13%	17 11%	18 12%	16 15%	35 11%	19 15%	6 16%	31 12%	17 11%	25 12%	29 12%
Other, please specify	3 1%	3 1%	2 1%	1 1%	-	2 2%	3 1%	-	1 3%	1 1%	1 1%	2 1%	1 1%
Nothing	40 9%	28 9%	14 9%	14 9%	12 8%	5 5%	29 9%	11 9%	1 3%	17 6%	22 14% J	4 2%	36 15% L
Not sure	14 3%	11 4%	4 3%	7 5%	3 2%	2 2%	14 4% H	-	-	8 3%	6 4%	6 3%	8 3%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115A. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 19

1. Past year

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
No change in closing the gap	42 11%	28 11%	13 10%	15 12%	14 10%	11 11%	30 11%	12 10%	15 41% JK	24 10% K	3 2%	29 14% M	13 7%
CHANGE IN CLOSING THE GAP (NET)	345 86%	224 86%	116 88%	108 84%	121 87%	86 83%	242 85%	103 89%	20 54%	205 86% I	120 95% IJ	167 83%	178 90% L
Some improvement in closing the gap	177 44%	108 41%	47 36%	61 47%	69 50% C	36 35%	131 46%	46 40%	15 41%	115 49% K	47 37%	103 51% M	74 37%
Very close to closing the gap	168 42%	116 44%	69 52% DE	47 36%	52 37%	50 49%	111 39%	57 49%	5 14%	90 38% I	73 58% IJ	64 32%	104 53% L
Not sure	13 3%	9 3%	3 2%	6 5%	4 3%	6 6%	12 4%	1 1%	2 5%	8 3%	3 2%	6 3%	7 4%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115B. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 20

2. Past 5 years

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
No change in closing the gap	70 18%	40 15%	26 20% D	14 11%	30 22% D	11 11%	49 17%	21 18%	14 38% JK	34 14%	22 17%	47 23% M	23 12%
CHANGE IN CLOSING THE GAP (NET)	308 77%	210 80% E	102 77%	108 84% E	98 71%	88 85%	215 76%	93 80%	20 54%	192 81% I	96 76% I	146 72%	162 82% L
Some improvement in closing the gap	186 47%	126 48%	65 49%	61 47%	60 43%	63 61%	127 45%	59 51%	17 46%	119 50%	50 40%	94 47%	92 46%
Very close to closing the gap	122 31%	84 32%	37 28%	47 36%	38 27%	25 24%	88 31%	34 29%	3 8%	73 31% I	46 37% I	52 26%	70 35% L
Not sure	22 6%	11 4%	4 3%	7 5%	11 8%	4 4%	20 7% H	2 2%	3 8%	11 5%	8 6%	9 4%	13 7%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115A_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 21

1. Past year - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
No change in closing the gap	4 5%	2 4%	2 7%	-	2 6%	4 16%	3 5%	1 4%	1 14%	3 7%	-	3 7%	1 3%
CHANGE IN CLOSING THE GAP (NET)	79 95%	49 96%	26 93%	23 100%	30 94%	20 80%	57 95%	22 96%	6 86%	41 93%	32 100%	40 93%	39 98%
Some improvement in closing the gap	40 48%	24 47%	10 36%	14 61%	16 50%	8 32%	31 52%	9 39%	6 86%	20 45%	14 44%	23 53%	17 43%
Very close to closing the gap	39 47%	25 49%	16 57%	9 39%	14 44%	12 48%	26 43%	13 57%	-	21 48%	18 56%	17 40%	22 55%
Not sure	-	-	-	-	-	1 4%	-	-	-	-	-	-	-
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 22

2. Past year - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
No change in closing the gap	3 6%	2 6%	1 5%	1 6%	1 6%	1 6%	2 6%	1 5%	-	3 10%	-	3 12%	-
CHANGE IN CLOSING THE GAP (NET)	50 93%	33 92%	18 95%	15 88%	17 94%	14 88%	32 91%	18 95%	5 83%	28 90%	17 100%	21 84%	29 100%
Some improvement in closing the gap	26 48%	16 44%	7 37%	9 53%	10 56%	6 38%	20 57%	6 32%	2 33%	17 55%	7 41%	16 64%	10 34%
Very close to closing the gap	24 44%	17 47%	11 58%	6 35%	7 39%	8 50%	12 34%	12 63%	3 50%	11 35%	10 59%	5 20%	19 66%
Not sure	1 2%	1 3%	-	1 6%	-	1 6%	1 3%	-	1 17%	-	-	1 4%	-
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 23

3. Past year - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
No change in closing the gap	9 12%	6 13%	1 4%	5 22%	3 10%	1 7%	6 12%	3 13%	4 50%	5 12%	-	6 19%	3 7%
CHANGE IN CLOSING THE GAP (NET)	64 85%	39 85%	21 91%	18 78%	25 86%	11 73%	44 85%	20 87%	4 50%	35 83%	25 100%	24 75%	40 93%
Some improvement in closing the gap	32 43%	18 39%	7 30%	11 48%	14 48%	4 27%	23 44%	9 39%	2 25%	22 52%	8 32%	17 53%	15 35%
Very close to closing the gap	32 43%	21 46%	14 61%	7 30%	11 38%	7 47%	21 40%	11 48%	2 25%	13 31%	17 68%	7 22%	25 58%
Not sure	2 3%	1 2%	1 4%	-	1 3%	3 20%	2 4%	-	-	2 5%	-	2 6%	-
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 24

4. Past year - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
No change in closing the gap	14 13%	8 12%	4 12%	4 13%	6 13%	4 13%	9 11%	5 15%	3 43%	8 11%	3 9%	7 12%	7 13%
CHANGE IN CLOSING THE GAP (NET)	96 86%	57 86%	30 88%	27 84%	39 85%	27 87%	68 86%	28 85%	3 43%	62 87%	31 91%	50 86%	46 85%
Some improvement in closing the gap	50 45%	28 42%	14 41%	14 44%	22 48%	11 35%	33 42%	17 52%	3 43%	35 49%	12 35%	32 55% M	18 33%
Very close to closing the gap	46 41%	29 44%	16 47%	13 41%	17 37%	16 52%	35 44%	11 33%	-	27 38%	19 56%	18 31%	28 52% L
Not sure	2 2%	1 2%	-	1 3%	1 2%	-	2 3%	-	1 14%	1 1%	-	1 2%	1 2%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 25

5. Past year - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
No change in closing the gap	11 15%	9 15%	4 15%	5 15%	2 14%	-	9 16%	2 11%	6 75%	5 10%	-	9 21%	2 6%
CHANGE IN CLOSING THE GAP (NET)	54 74%	44 75%	20 77%	24 73%	10 71%	13 93%	39 71%	15 83%	2 25%	38 79%	14 82%	31 74%	23 74%
Some improvement in closing the gap	28 38%	21 36%	9 35%	12 36%	7 50%	6 43%	23 42%	5 28%	2 25%	20 42%	6 35%	15 36%	13 42%
Very close to closing the gap	26 36%	23 39%	11 42%	12 36%	3 21%	7 50%	16 29%	10 56%	-	18 38%	8 47%	16 38%	10 32%
Not sure	8 11%	6 10%	2 8%	4 12%	2 14%	1 7%	7 13%	1 6%	-	5 10%	3 18%	2 5%	6 19%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 26

6. Past year - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
No change in closing the gap	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
CHANGE IN CLOSING THE GAP (NET)	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Some improvement in closing the gap	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
Very close to closing the gap	1 33%	1 33%	1 50%	-	-	-	1 33%	-	-	-	1 100%	1 50%	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 27

1. Past 5 years - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
No change in closing the gap	14 17%	10 20%	6 21%	4 17%	4 13%	4 16%	10 17%	4 17%	3 43%	5 11%	6 19%	7 16%	7 18%
CHANGE IN CLOSING THE GAP (NET)	66 80%	40 78%	21 75%	19 83%	26 81%	21 84%	47 78%	19 83%	4 57%	38 86%	24 75%	35 81%	31 78%
Some improvement in closing the gap	43 52%	25 49%	12 43%	13 57%	18 56%	16 64%	31 52%	12 52%	3 43%	27 61%	13 41%	25 58%	18 45%
Very close to closing the gap	23 28%	15 29%	9 32%	6 26%	8 25%	5 20%	16 27%	7 30%	1 14%	11 25%	11 34%	10 23%	13 33%
Not sure	3 4%	1 2%	1 4%	-	2 6%	-	3 5%	-	-	1 2%	2 6%	1 2%	2 5%
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 28

2. Past 5 years - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
No change in closing the gap	10 19%	5 14%	3 16%	2 12%	5 28%	4 25%	7 20%	3 16%	2 33%	4 13%	4 24%	8 32%	2 7%
CHANGE IN CLOSING THE GAP (NET)	39 72%	29 81%	15 79%	14 82%	10 56%	11 69%	25 71%	14 74%	3 50%	26 84%	10 59%	15 60%	24 83%
Some improvement in closing the gap	22 41%	15 42%	10 53%	5 29%	7 39%	9 56%	13 37%	9 47%	3 50%	14 45%	5 29%	8 32%	14 48%
Very close to closing the gap	17 31%	14 39%	5 26%	9 53%	3 17%	2 13%	12 34%	5 26%	-	12 39%	5 29%	7 28%	10 34%
Not sure	5 9%	2 6%	1 5%	1 6%	3 17%	1 6%	3 9%	2 11%	1 17%	1 3%	3 18%	2 8%	3 10%
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 29

3. Past 5 years - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
No change in closing the gap	13 17%	5 11%	3 13%	2 9%	8 28%	1 7%	10 19%	3 13%	2 25%	9 21%	2 8%	9 28% M	4 9%
CHANGE IN CLOSING THE GAP (NET)	60 80%	40 87%	20 87%	20 87%	20 69%	11 73%	40 77%	20 87%	6 75%	32 76%	22 88%	22 69%	38 88% L
Some improvement in closing the gap	32 43%	22 48%	13 57%	9 39%	10 34%	7 47%	20 38%	12 52%	4 50%	16 38%	12 48%	12 38%	20 47%
Very close to closing the gap	28 37%	18 39%	7 30%	11 48%	10 34%	4 27%	20 38%	8 35%	2 25%	16 38%	10 40%	10 31%	18 42%
Not sure	2 3%	1 2%	-	1 4%	1 3%	3 20%	2 4%	-	-	1 2%	1 4%	1 3%	1 2%
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 30

4. Past 5 years - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
No change in closing the gap	20 18%	9 14%	6 18% F	3 9%	11 24%	-	13 16%	7 21%	3 43%	10 14%	7 21%	13 22%	7 13%
CHANGE IN CLOSING THE GAP (NET)	87 78%	54 82%	27 79%	27 84%	33 72%	31 100% C	61 77%	26 79%	2 29%	59 83%	26 76%	42 72%	45 83%
Some improvement in closing the gap	54 48%	36 55%	17 50%	19 59%	18 39%	23 74%	39 49%	15 45%	2 29%	38 54%	14 41%	25 43%	29 54%
Very close to closing the gap	33 29%	18 27%	10 29%	8 25%	15 33%	8 26%	22 28%	11 33%	-	21 30%	12 35%	17 29%	16 30%
Not sure	5 4%	3 5%	1 3%	2 6%	2 4%	-	5 6%	-	2 29%	2 3%	1 3%	3 5%	2 4%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 31

5. Past 5 years - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
No change in closing the gap	12 16%	10 17%	7 27%	3 9%	2 14%	2 14%	8 15%	4 22%	3 38%	6 13%	3 18%	9 21%	3 10%
CHANGE IN CLOSING THE GAP (NET)	54 74%	45 76%	18 69%	27 82%	9 64%	12 86%	40 73%	14 78%	5 63%	36 75%	13 76%	31 74%	23 74%
Some improvement in closing the gap	34 47%	27 46%	13 50%	14 42%	7 50%	7 50%	23 42%	11 61%	5 63%	23 48%	6 35%	24 57% M	10 32%
Very close to closing the gap	20 27%	18 31%	5 19%	13 39%	2 14%	5 36%	17 31%	3 17%	-	13 27%	7 41%	7 17%	13 42% L
Not sure	7 10%	4 7%	1 4%	3 9%	3 21%	-	7 13%	-	-	6 13%	1 6%	2 5%	5 16%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 32

6. Past 5 years - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
No change in closing the gap	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
CHANGE IN CLOSING THE GAP (NET)	2 67%	2 67%	1 50%	1 100%	-	2 100%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Some improvement in closing the gap	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
Very close to closing the gap	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	-	-	1 100%	1 50%	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A. And, how confident are you that your company will be able to close that gap in the following timeframes?
 1. In the next year

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
TOP 2 BOX (NET)	331 83%	218 84%	116 88%	102 79%	113 81%	87 84%	236 83%	95 82%	15 41%	201 85% I	115 91% I	150 74%	181 91% L
Very confident	94 24%	73 28% E	45 34% DE	28 22%	21 15%	24 23%	55 19%	39 34% G	1 3%	43 18% I	50 40% IJ	17 8%	77 39% L
Somewhat confident	237 59%	145 56%	71 54%	74 57%	92 66% CB	63 61%	181 64% H	56 48%	14 38%	158 67% IK	65 52%	133 66% M	104 53%
BOTTOM 2 BOX (NET)	69 17%	43 16%	16 12%	27 21%	26 19%	16 16%	48 17%	21 18%	22 59% JK	36 15%	11 9%	52 26% M	17 9%
Not very confident	49 12%	31 12%	12 9%	19 15%	18 13%	12 12%	36 13%	13 11%	16 43% JK	27 11% K	6 5%	37 18% M	12 6%
Not at all confident	20 5%	12 5%	4 3%	8 6%	8 6%	4 4%	12 4%	8 7%	6 16% JK	9 4%	5 4%	15 7% M	5 3%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q120B. And, how confident are you that your company will be able to close that gap in the following timeframes?
 2. In the next 5 years

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
TOP 2 BOX (NET)	367 92%	244 93%	122 92%	122 95%	123 88%	97 94%	261 92%	106 91%	27 73%	223 94%	117 93%	177 88%	190 96%
Very confident	251 63%	168 64%	88 67%	80 62%	83 60%	73 71%	185 65%	66 57%	8 22%	149 63%	94 75%	111 55%	140 71%
Somewhat confident	116 29%	76 29%	34 26%	42 33%	40 29%	24 23%	76 27%	40 34%	19 51%	74 31%	23 18%	66 33%	50 25%
BOTTOM 2 BOX (NET)	33 8%	17 7%	10 8%	7 5%	16 12%	6 6%	23 8%	10 9%	10 27%	14 6%	9 7%	25 12%	8 4%
Not very confident	22 6%	10 4%	6 5%	4 3%	12 9%	3 3%	16 6%	6 5%	9 24%	7 3%	6 5%	17 8%	5 3%
Not at all confident	11 3%	7 3%	4 3%	3 2%	4 3%	3 3%	7 2%	4 3%	1 3%	7 3%	3 2%	8 4%	3 2%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q120A_1. And, how confident are you that your company will be able to close that gap in the following timeframes?
 1. In the next year - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
TOP 2 BOX (NET)	69 83%	45 88%	27 96%	18 78%	24 75%	20 80%	51 85%	18 78%	4 57%	37 84%	28 88%	32 74%	37 93%
Very confident	15 18%	13 25% E	9 32%	4 17%	2 6%	7 28%	9 15%	6 26%	-	5 11%	10 31% J	2 5%	13 33% L
Somewhat confident	54 65%	32 63%	18 64%	14 61%	22 69%	13 52%	42 70%	12 52%	4 57%	32 73%	18 56%	30 70%	24 60%
BOTTOM 2 BOX (NET)	14 17%	6 12%	1 4%	5 22%	8 25%	5 20%	9 15%	5 22%	3 43%	7 16%	4 13%	11 26% M	3 8%
Not very confident	12 14%	6 12%	1 4%	5 22%	6 19%	4 16%	8 13%	4 17%	3 43%	6 14%	3 9%	9 21%	3 8%
Not at all confident	2 2%	-	-	-	2 6%	1 4%	1 2%	1 4%	-	1 2%	1 3%	2 5%	-
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_2. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 36

2. In the next year - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
TOP 2 BOX (NET)	44 81%	30 83%	16 84%	14 82%	14 78%	12 75%	28 80%	16 84%	4 67%	25 81%	15 88%	18 72%	26 90%
Very confident	15 28%	12 33%	8 42%	4 24%	3 17%	5 31%	8 23%	7 37%	1 17%	6 19%	8 47%	4 16%	11 38%
Somewhat confident	29 54%	18 50%	8 42%	10 59%	11 61%	7 44%	20 57%	9 47%	3 50%	19 61%	7 41%	14 56%	15 52%
BOTTOM 2 BOX (NET)	10 19%	6 17%	3 16%	3 18%	4 22%	4 25%	7 20%	3 16%	2 33%	6 19%	2 12%	7 28%	3 10%
Not very confident	9 17%	5 14%	2 11%	3 18%	4 22%	3 19%	7 20%	2 11%	2 33%	5 16%	2 12%	6 24%	3 10%
Not at all confident	1 2%	1 3%	1 5%	-	-	1 6%	-	1 5%	-	1 3%	-	1 4%	-
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_3. And, how confident are you that your company will be able to close that gap in the following timeframes?

22 Mar 2019
 Table 37

3. In the next year - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
TOP 2 BOX (NET)	61 81%	38 83%	21 91%	17 74%	23 79%	14 93%	43 83%	18 78%	4 50%	33 79%	24 96%	23 72%	38 88%
Very confident	22 29%	18 39%	12 52%	6 26%	4 14%	5 33%	10 19%	12 52%	-	10 24%	12 48%	3 9%	19 44%
Somewhat confident	39 52%	20 43%	9 39%	11 48%	19 66%	9 60%	33 63%	6 26%	4 50%	23 55%	12 48%	20 63%	19 44%
BOTTOM 2 BOX (NET)	14 19%	8 17%	2 9%	6 26%	6 21%	1 7%	9 17%	5 22%	4 50%	9 21%	1 4%	9 28%	5 12%
Not very confident	9 12%	6 13%	2 9%	4 17%	3 10%	-	5 10%	4 17%	2 25%	7 17%	-	6 19%	3 7%
Not at all confident	5 7%	2 4%	-	2 9%	3 10%	1 7%	4 8%	1 4%	2 25%	2 5%	1 4%	3 9%	2 5%
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_4. And, how confident are you that your company will be able to close that gap in the following timeframes?
 4. In the next year - Customer data lacking depth

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 Table 38

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
TOP 2 BOX (NET)	99 88%	58 88%	31 91%	27 84%	41 89%	27 87%	69 87%	30 91%	2 29%	64 90%	33 97%	48 83%	51 94%
Very confident	27 24%	15 23%	9 26%	6 19%	12 26%	6 19%	14 18%	13 39% G	-	14 20%	13 38% J	4 7%	23 43% L
Somewhat confident	72 64%	43 65%	22 65%	21 66%	29 63%	21 68%	55 70%	17 52%	2 29%	50 70%	20 59%	44 76% M	28 52%
BOTTOM 2 BOX (NET)	13 12%	8 12%	3 9%	5 16%	5 11%	4 13%	10 13%	3 9%	5 71%	7 10%	1 3%	10 17%	3 6%
Not very confident	5 4%	2 3%	1 3%	1 3%	3 7%	3 10%	4 5%	1 3%	2 29%	3 4%	-	4 7%	1 2%
Not at all confident	8 7%	6 9%	2 6%	4 13%	2 4%	1 3%	6 8%	2 6%	3 43%	4 6%	1 3%	6 10%	2 4%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_5. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 39

5. In the next year - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
TOP 2 BOX (NET)	56 77%	45 76%	20 77%	25 76%	11 79%	13 93%	43 78%	13 72%	1 13%	41 85%	14 82%	28 67%	28 90%
Very confident	14 19%	14 24%	6 23%	8 24%	-	1 7%	13 24%	1 6%	-	8 17%	6 35%	3 7%	11 35%
Somewhat confident	42 58%	31 53%	14 54%	17 52%	11 79%	12 86%	30 55%	12 67%	1 13%	33 69%	8 47%	25 60%	17 55%
BOTTOM 2 BOX (NET)	17 23%	14 24%	6 23%	8 24%	3 21%	1 7%	12 22%	5 28%	7 88%	7 15%	3 18%	14 33%	3 10%
Not very confident	13 18%	11 19%	5 19%	6 18%	2 14%	1 7%	11 20%	2 11%	6 75%	6 13%	1 6%	11 26%	2 6%
Not at all confident	4 5%	3 5%	1 4%	2 6%	1 7%	-	1 2%	3 17%	1 13%	1 2%	2 12%	3 7%	1 3%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_6. And, how confident are you that your company will be able to close that gap in the following timeframes?
 6. In the next year - Other

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 Table 40

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
TOP 2 BOX (NET)	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Very confident	1 33%	1 33%	1 50%	-	-	-	1 33%	-	-	-	1 100%	1 50%	-
Somewhat confident	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
BOTTOM 2 BOX (NET)	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
Not very confident	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
Not at all confident	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_1. And, how confident are you that your company will be able to close that gap in the following timeframes?

1. In the next 5 years - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
TOP 2 BOX (NET)	75 90%	47 92%	27 96%	20 87%	28 88%	25 100%	54 90%	21 91%	6 86%	39 89%	30 94%	38 88%	37 93%
Very confident	55 66%	35 69%	20 71%	15 65%	20 63%	17 68%	40 67%	15 65%	3 43%	28 64%	24 75%	25 58%	30 75%
Somewhat confident	20 24%	12 24%	7 25%	5 22%	8 25%	8 32%	14 23%	6 26%	3 43%	11 25%	6 19%	13 30%	7 18%
BOTTOM 2 BOX (NET)	8 10%	4 8%	1 4%	3 13%	4 13%	-	6 10%	2 9%	1 14%	5 11%	2 6%	5 12%	3 8%
Not very confident	5 6%	2 4%	1 4%	1 4%	3 9%	-	4 7%	1 4%	1 14%	2 5%	2 6%	4 9%	1 3%
Not at all confident	3 4%	2 4%	-	2 9%	1 3%	-	2 3%	1 4%	-	3 7%	-	1 2%	2 5%
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_2. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 42

2. In the next 5 years - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
TOP 2 BOX (NET)	48 89%	33 92%	17 89%	16 94%	15 83%	15 94%	32 91%	16 84%	4 67%	29 94%	15 88%	20 80%	28 97%
Very confident	29 54%	19 53%	10 53%	9 53%	10 56%	10 63%	19 54%	10 53%	2 33%	17 55%	10 59%	11 44%	18 62%
Somewhat confident	19 35%	14 39%	7 37%	7 41%	5 28%	5 31%	13 37%	6 32%	2 33%	12 39%	5 29%	9 36%	10 34%
BOTTOM 2 BOX (NET)	6 11%	3 8%	2 11%	1 6%	3 17%	1 6%	3 9%	3 16%	2 33%	2 6%	2 12%	5 20%	1 3%
Not very confident	1 2%	-	-	-	1 6%	-	-	1 5%	1 17%	-	-	1 4%	-
Not at all confident	5 9%	3 8%	2 11%	1 6%	2 11%	1 6%	3 9%	2 11%	1 17%	2 6%	2 12%	4 16%	1 3%
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_3. And, how confident are you that your company will be able to close that gap in the following timeframes?

3. In the next 5 years - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
TOP 2 BOX (NET)	67 89%	42 91%	21 91%	21 91%	25 86%	13 87%	45 87%	22 96%	6 75%	38 90%	23 92%	26 81%	41 95%
Very confident	43 57%	28 61%	15 65%	13 57%	15 52%	10 67%	32 62%	11 48%	1 13%	24 57%	18 72%	17 53%	26 60%
Somewhat confident	24 32%	14 30%	6 26%	8 35%	10 34%	3 20%	13 25%	11 48%	5 63%	14 33%	5 20%	9 28%	15 35%
BOTTOM 2 BOX (NET)	8 11%	4 9%	2 9%	2 9%	4 14%	2 13%	7 13%	1 4%	2 25%	4 10%	2 8%	6 19%	2 5%
Not very confident	7 9%	3 7%	1 4%	2 9%	4 14%	1 7%	6 12%	1 4%	2 25%	3 7%	2 8%	5 16%	2 5%
Not at all confident	1 1%	1 2%	1 4%	-	-	1 7%	1 2%	-	-	1 2%	-	1 3%	-
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_4. And, how confident are you that your company will be able to close that gap in the following timeframes?
 4. In the next 5 years - Customer data lacking depth

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 Table 44

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
TOP 2 BOX (NET)	105 94%	63 95%	31 91%	32 100%	42 91%	29 94%	74 94%	31 94%	5 71%	68 96%	32 94%	52 90%	53 98%
Very confident	75 67%	44 67%	23 68%	21 66%	31 67%	23 74%	56 71%	19 58%	-	47 66%	28 82%	35 60%	40 74%
Somewhat confident	30 27%	19 29%	8 24%	11 34%	11 24%	6 19%	18 23%	12 36%	5 71%	21 30% K	4 12%	17 29%	13 24%
BOTTOM 2 BOX (NET)	7 6%	3 5%	3 9%	-	4 9%	2 6%	5 6%	2 6%	2 29%	3 4%	2 6%	6 10%	1 2%
Not very confident	5 4%	2 3%	2 6%	-	3 7%	2 6%	4 5%	1 3%	2 29%	2 3%	1 3%	4 7%	1 2%
Not at all confident	2 2%	1 2%	1 3%	-	1 2%	-	1 1%	1 3%	-	1 1%	1 3%	2 3%	-
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_5. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 45

5. In the next 5 years - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
TOP 2 BOX (NET)	70 96%	57 97%	25 96%	32 97%	13 93%	13 93%	54 98%	16 89%	6 75%	48 100%	16 94%	40 95%	30 97%
Very confident	47 64%	40 68%	19 73%	21 64%	7 50%	12 86%	36 65%	11 61%	2 25%	32 67%	13 76%	22 52%	25 81%
Somewhat confident	23 32%	17 29%	6 23%	11 33%	6 43%	1 7%	18 33%	5 28%	4 50%	16 33%	3 18%	18 43% M	5 16%
BOTTOM 2 BOX (NET)	3 4%	2 3%	1 4%	1 3%	1 7%	1 7%	1 2%	2 11%	2 25%	-	1 6%	2 5%	1 3%
Not very confident	3 4%	2 3%	1 4%	1 3%	1 7%	-	1 2%	2 11%	2 25%	-	1 6%	2 5%	1 3%
Not at all confident	-	-	-	-	-	1 7%	-	-	-	-	-	-	-
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_6. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 46

6. In the next 5 years - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
TOP 2 BOX (NET)	2 67%	2 67%	1 50%	1 100%	-	2 100%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Very confident	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Somewhat confident	-	-	-	-	-	1 50%	-	-	-	-	-	-	-
BOTTOM 2 BOX (NET)	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
Not very confident	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
Not at all confident	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Complexity of technology solutions	154 39%	94 36%	47 36%	47 36%	60 43%	44 43%	104 37%	50 43%	13 35%	93 39%	48 38%	75 37%	79 40%
Lack of cross-functional commitment to the strategy	138 35%	100 38% E	61 46% DEF	39 30%	38 27%	33 32%	93 33%	45 39%	18 49% J	73 31%	47 37%	60 30%	78 39% L
Inability to integrate new capabilities with existing processes or technology	133 33%	91 35%	48 36%	43 33%	42 30%	46 45%	89 31%	44 38%	10 27%	83 35%	40 32%	70 35%	63 32%
Inadequate talent (e.g., expertise, human resources)	113 28%	71 27%	40 30%	31 24%	42 30%	28 27%	78 27%	35 30%	14 38%	64 27%	35 28%	57 28%	56 28%
Inadequate technology (e.g., software, cloud services, infrastructure)	113 28%	75 29%	49 37% D	26 20%	38 27%	26 25%	75 26%	38 33%	8 22%	68 29%	37 29%	55 27%	58 29%
Insufficient funding	111 28%	77 30%	45 34%	32 25%	34 24%	28 27%	74 26%	37 32%	15 41%	61 26%	35 28%	54 27%	57 29%
Inability to prove ROI	108 27%	73 28%	45 34% D	28 22%	35 25%	24 23%	65 23%	43 37% G	14 38%	57 24%	37 29%	53 26%	55 28%
Government regulations	100 25%	55 21%	31 23%	24 19%	45 32% DB	28 27%	61 21%	39 34% G	8 22%	55 23%	37 29%	40 20%	60 30% L
Something else, please specify	2 1%	1 *	-	1 1%	1 1%	1 1%	2 1%	-	-	1 *	1 1%	-	2 1%
Not sure	3 1%	2 1%	-	2 2%	1 1%	-	3 1%	-	-	3 1%	-	1 *	2 1%
Sigma	975 244%	639 245%	366 277%	273 212%	336 242%	258 250%	644 227%	331 285%	100 270%	558 235%	317 252%	465 230%	510 258%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q125_1. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

1. Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Complexity of technology solutions	40 48%	23 45%	13 46%	10 43%	17 53%	17 68%	29 48%	11 48%	3 43%	21 48%	16 50%	20 47%	20 50%
Inability to prove ROI	36 43%	22 43%	13 46%	9 39%	14 44%	6 24%	22 37%	14 61%	5 71%	18 41%	13 41%	17 40%	19 48%
Inability to integrate new capabilities with existing processes or technology	33 40%	22 43%	12 43%	10 43%	11 34%	9 36%	22 37%	11 48%	- -	20 45%	13 41%	17 40%	16 40%
Inadequate talent (e.g., expertise, human resources)	33 40%	18 35%	12 43%	6 26%	15 47%	5 20%	21 35%	12 52%	2 29%	17 39%	14 44%	13 30%	20 50%
Lack of cross-functional commitment to the strategy	29 35%	22 43%	13 46%	9 39%	7 22%	10 40%	23 38%	6 26%	4 57%	15 34%	10 31%	17 40%	12 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	18 22%	10 20%	9 32%	1 4%	8 25%	7 28%	11 18%	7 30%	1 14%	5 11%	12 38%	7 16%	11 28%
Insufficient funding	17 20%	12 24%	8 29%	4 17%	5 16%	7 28%	10 17%	7 30%	2 29%	7 16%	8 25%	8 19%	9 23%
Government regulations	17 20%	9 18%	6 21%	3 13%	8 25%	5 20%	7 12%	10 43%	2 29%	6 14%	9 28%	8 19%	9 23%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	223 269%	138 271%	86 307%	52 226%	85 266%	66 264%	145 242%	78 339%	19 271%	109 248%	95 297%	107 249%	116 290%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_2. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

2. Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Lack of cross-functional commitment to the strategy	20 37%	15 42%	9 47%	6 35%	5 28%	4 25%	13 37%	7 37%	4 67%	10 32%	6 35%	8 32%	12 41%
Inadequate technology (e.g., software, cloud services, infrastructure)	20 37%	14 39%	9 47%	5 29%	6 33%	4 25%	14 40%	6 32%	4 67%	10 32%	6 35%	10 40%	10 34%
Complexity of technology solutions	20 37%	15 42%	9 47%	6 35%	5 28%	5 31%	12 34%	8 42%	4 67%	11 35%	5 29%	8 32%	12 41%
Insufficient funding	19 35%	12 33%	5 26%	7 41%	7 39%	7 44%	12 34%	7 37%	4 67%	11 35%	4 24%	11 44%	8 28%
Inability to integrate new capabilities with existing processes or technology	18 33%	13 36%	7 37%	6 35%	5 28%	10 63%	11 31%	7 37%	3 33%	11 35%	5 29%	9 36%	9 31%
Government regulations	14 26%	7 19%	6 32%	1 6%	7 39%	6 38%	5 14%	9 47%	2 33%	7 23%	5 29%	4 16%	10 34%
Inability to prove ROI	12 22%	9 25%	7 37%	2 12%	3 17%	5 31%	7 20%	5 26%	2 33%	7 23%	3 18%	6 24%	6 21%
Inadequate talent (e.g., expertise, human resources)	11 20%	8 22%	3 16%	5 29%	3 17%	5 31%	10 29%	1 5%	1 17%	9 29%	1 6%	5 20%	6 21%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 2%	1 3%	-	1 6%	-	-	1 3%	-	-	1 3%	-	-	1 3%
Sigma	135 250%	94 261%	55 289%	39 229%	41 228%	46 288%	85 243%	50 263%	23 383%	77 248%	35 206%	61 244%	74 255%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_3. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

3. Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Complexity of technology solutions	31 41%	19 41%	7 30%	12 52%	12 41%	5 33%	24 46%	7 30%	3 38%	20 48%	8 32%	13 41%	18 42%
Lack of cross-functional commitment to the strategy	26 35%	18 39%	12 52%	6 26%	8 28%	5 33%	15 29%	11 48%	2 25%	14 33%	10 40%	8 25%	18 42%
Government regulations	25 33%	16 35%	7 30%	9 39%	9 31%	5 33%	17 33%	8 35%	2 25%	12 29%	11 44%	8 25%	17 40%
Inability to integrate new capabilities with existing processes or technology	22 29%	13 28%	4 17%	9 39%	9 31%	6 40%	13 25%	9 39%	2 25%	13 31%	7 28%	9 28%	13 30%
Inability to prove ROI	21 28%	13 28%	7 30%	6 26%	8 28%	4 27%	12 23%	9 39%	2 25%	10 24%	9 36%	8 25%	13 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	21 28%	13 28%	7 30%	6 26%	8 28%	2 13%	11 21%	10 43%	-	14 33%	7 28%	8 25%	13 30%
Inadequate talent (e.g., expertise, human resources)	20 27%	11 24%	5 22%	6 26%	9 31%	4 27%	15 29%	5 22%	5 63%	10 24%	5 20%	10 31%	10 23%
Insufficient funding	16 21%	13 28%	8 35%	5 22%	3 10%	2 13%	9 17%	7 30%	-	8 19%	8 32%	6 19%	10 23%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 1%	-	-	-	1 3%	-	1 2%	-	-	1 2%	-	1 3%	-
Sigma	183 244%	116 252%	57 248%	59 257%	67 231%	33 220%	117 225%	66 287%	16 200%	102 243%	65 260%	71 222%	112 260%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_4. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

4. Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Complexity of technology solutions	44 39%	21 32%	11 32%	10 31%	23 50%	13 42%	25 32%	19 58% G	1 14%	29 41%	14 41%	23 40%	21 39%
Insufficient funding	37 33%	19 29%	13 38%	6 19%	18 39%	9 29%	25 32%	12 36%	4 57%	22 31%	11 32%	18 31%	19 35%
Government regulations	37 33%	18 27%	10 29%	8 25%	19 41%	9 29%	26 33%	11 33%	2 29%	24 34%	11 32%	15 26%	22 41%
Inability to integrate new capabilities with existing processes or technology	34 30%	22 33%	15 44%	7 22%	12 26%	16 52%	25 32%	9 27%	3 43%	23 32%	8 24%	18 31%	16 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	34 30%	21 32%	16 47% D	5 16%	13 28%	9 29%	22 28%	12 36%	2 29%	24 34%	8 24%	17 29%	17 31%
Lack of cross-functional commitment to the strategy	34 30%	20 30%	13 38%	7 22%	14 30%	9 29%	20 25%	14 42%	3 43%	19 27%	12 35%	14 24%	20 37%
Inadequate talent (e.g., expertise, human resources)	32 29%	21 32%	11 32%	10 31%	11 24%	8 26%	20 25%	12 36%	3 43%	18 25%	11 32%	19 33%	13 24%
Inability to prove ROI	29 26%	20 30%	15 44% DE	5 16%	9 20%	7 23%	18 23%	11 33%	2 29%	16 23%	11 32%	15 26%	14 26%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 1%	1 2%	-	1 3%	-	-	1 1%	-	-	1 1%	-	-	1 2%
Sigma	282 252%	163 247%	104 306%	59 184%	119 259%	80 258%	182 230%	100 303%	20 286%	176 248%	86 253%	139 240%	143 265%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_5. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

5. Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Lack of cross-functional commitment to the strategy	28 38%	24 41%	14 54%	10 30%	4 29%	3 21%	21 38%	7 39%	5 63%	14 29%	9 53%	13 31%	15 48%
Inability to integrate new capabilities with existing processes or technology	26 36%	21 36%	10 38%	11 33%	5 36%	5 36%	18 33%	8 44%	3 38%	16 33%	7 41%	17 40%	9 29%
Insufficient funding	20 27%	19 32%	10 38%	9 27%	1 7%	2 14%	16 29%	4 22%	4 50%	12 25%	4 24%	10 24%	10 32%
Inadequate technology (e.g., software, cloud services, infrastructure)	20 27%	17 29%	8 31%	9 27%	3 21%	3 21%	17 31%	3 17%	1 13%	15 31%	4 24%	13 31%	7 23%
Complexity of technology solutions	19 26%	16 27%	7 27%	9 27%	3 21%	4 29%	14 25%	5 28%	2 25%	12 25%	5 29%	11 26%	8 26%
Inadequate talent (e.g., expertise, human resources)	16 22%	12 20%	8 31%	4 12%	4 29%	5 36%	11 20%	5 28%	3 38%	10 21%	3 18%	9 21%	7 23%
Inability to prove ROI	10 14%	9 15%	3 12%	6 18%	1 7%	2 14%	6 11%	4 22%	3 38%	6 13%	1 6%	7 17%	3 10%
Government regulations	6 8%	4 7%	2 8%	2 6%	2 14%	3 21%	5 9%	1 6%	-	5 10%	1 6%	5 12%	1 3%
Something else, please specify	2 3%	1 2%	-	1 3%	1 7%	1 7%	2 4%	-	-	1 2%	1 6%	-	2 6%
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	147 201%	123 208%	62 238%	61 185%	24 171%	28 200%	110 200%	37 206%	21 263%	91 190%	35 206%	85 202%	62 200%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_6. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

6. Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-.**	2**	3**	-.**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-.**	2**	3**	-.**	1**	1**	1**	2**	1**
Insufficient funding	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	1 100%	1 100%	-	1 50%	1 100%
Inadequate talent (e.g., expertise, human resources)	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	-	-	1 100%	1 50%	-
Lack of cross-functional commitment to the strategy	1 33%	1 33%	-	1 100%	-	2 100%	1 33%	-	-	1 100%	-	-	1 100%
Government regulations	1 33%	1 33%	-	1 100%	-	-	1 33%	-	-	1 100%	-	-	1 100%
Inability to prove ROI	-	-	-	-	-	-	-	-	-	-	-	-	-
Inability to integrate new capabilities with existing processes or technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Complexity of technology solutions	-	-	-	-	-	-	-	-	-	-	-	-	-
Inadequate technology (e.g., software, cloud services, infrastructure)	-	-	-	-	-	1 50%	-	-	-	-	-	-	-
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	5 167%	5 167%	2 100%	3 300%	-	5 250%	5 167%	-	1 100%	3 300%	1 100%	2 100%	3 300%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q130. How has your customer experience strategy changed over the past 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE CHANGE (NET)	430 95%	281 94%	143 95%	138 92%	149 97%	107 97%	303 93%	127 100% G	34 89%	247 94%	149 97%	199 94%	231 95%
Embraced new channels for customer interaction	201 44%	130 43%	70 47%	60 40%	71 46%	48 44%	145 44%	56 44%	15 39%	107 41%	79 51% J	78 37%	123 51% L
Applied additional resources to better understand customer behavior and preferences	200 44%	138 46%	82 55% DEF	56 37%	62 40%	42 38%	134 41%	66 52% G	13 34%	105 40%	82 53% J	77 36%	123 51% L
Accelerated customer data initiatives	196 43%	127 42%	72 48% D	55 37%	69 45%	47 43%	123 38%	73 57% G	14 37%	106 40%	76 49%	76 36%	120 50% L
Devised new ways to compete for customer attention	190 42%	127 42%	72 48% D	55 37%	63 41%	43 39%	124 38%	66 52% G	13 34%	98 37%	79 51% J	86 41%	104 43%
Integrated on-line (digital) and off-line (traditional) channels	182 40%	121 40%	66 44%	55 37%	61 40%	44 40%	124 38%	58 46%	14 37%	97 37%	71 46%	73 34%	109 45% L
Re-imagined the customer journey to make it more personalized	171 38%	119 40%	71 47% DE	48 32%	52 34%	46 42%	115 35%	56 44%	15 39%	87 33%	69 45% J	78 37%	93 38%
Other, please specify	2 *	-	-	-	2 1% B	1 1%	1 *	1 1%	-	1 *	1 1%	1 *	1 *
N/A - little to nothing has changed	24 5%	19 6%	7 5%	12 8%	5 3%	3 3%	24 7% H	-	4 11%	15 6%	5 3%	13 6%	11 5%
Sigma	1166 257%	781 260%	440 293%	341 227%	385 250%	274 249%	790 242%	376 296%	88 232%	616 235%	462 300%	482 227%	684 283%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q135. Looking ahead, how do you anticipate your customer experience strategy will evolve over the next 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE CHANGE (NET)	435 96%	285 95%	144 96%	141 94%	150 97%	109 99%	310 95%	125 98%	36 95%	248 95%	151 98%	201 95%	234 97%
We will apply additional resources to better understand customer behavior and preferences	223 49%	155 52%	85 57% E	70 47%	68 44%	50 45%	147 45%	76 60% G	12 32%	131 50% I	80 52% I	86 41%	137 57% L
We will embrace new channels for customer interaction	219 48%	148 49%	86 57% D	62 41%	71 46%	53 48%	156 48%	63 50%	16 42%	110 42%	93 60% J	84 40%	135 56% L
We will accelerate customer data initiatives	193 43%	132 44%	77 51% DE	55 37%	61 40%	51 46%	134 41%	59 46%	14 37%	95 36%	84 55% J	82 39%	111 46%
We will devise new ways to compete for customer attention	187 41%	121 40%	67 45%	54 36%	66 43%	50 45%	124 38%	63 50% G	15 39%	95 36%	77 50% J	86 41%	101 42%
We will integrate on-line (digital) and off-line (traditional) channels	174 38%	116 39%	67 45% D	49 33%	58 38%	38 35%	116 35%	58 46% G	16 42%	91 35%	67 44%	67 32%	107 44% L
We will re-imagine the customer journey to make it more personalized	164 36%	108 36%	65 43% D	43 29%	56 36%	41 37%	106 32%	58 46% G	13 34%	96 37%	55 36%	78 37%	86 36%
Other, please specify	1 *	1 *	1 1%	-	-	1 1%	1 *	-	1 3% JK	-	-	1 *	-
N/A - little to nothing will change	19 4%	15 5%	6 4%	9 6%	4 3%	1 1%	17 5%	2 2%	2 5%	14 5%	3 2%	11 5%	8 3%
Sigma	1180 260%	796 265%	454 303%	342 228%	384 249%	285 259%	801 245%	379 298%	89 234%	632 241%	459 298%	495 233%	685 283%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q200. What customer engagement requirements are driving advancement and innovation in today's customer experience strategy? Please select up to three.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Embracing new channels of engagement and the technologies that manage, measure and optimize them	168 37%	110 37%	58 39%	52 35%	58 38%	39 35%	120 37%	48 38%	11 29%	86 33%	71 46% J	77 36%	91 38%
Personalizing experiences to provide deep relevance and context that is meaningful and valued by the individual customer	166 37%	111 37%	56 37%	55 37%	55 36%	36 33%	118 36%	48 38%	14 37%	96 37%	56 36%	69 33%	97 40%
Moving beyond a basic understanding of customer preferences to a more advanced understanding (e.g., anticipating customer needs)	160 35%	105 35%	55 37%	50 33%	55 36%	38 35%	120 37%	40 31%	15 39%	101 39% K	44 29%	78 37%	82 34%
Meeting the customer wherever/whenever they initiate engagement	126 28%	89 30%	47 31%	42 28%	37 24%	30 27%	85 26%	41 32%	10 26%	69 26%	47 31%	57 27%	69 29%
Differentiating experiences from those of our competitors who are also striving for personalization	122 27%	80 27%	41 27%	39 26%	42 27%	32 29%	83 25%	39 31%	12 32%	72 27%	38 25%	59 28%	63 26%
Always on, omni-present, omni-channel experiences, support and service	115 25%	74 25%	41 27%	33 22%	41 27%	39 35%	78 24%	37 29%	11 29%	55 21%	49 32% J	49 23%	66 27%
Engagement driven at the pace of the customer	113 25%	69 23%	41 27%	28 19%	44 29% D	33 30%	83 25%	30 24%	8 21%	61 23%	44 29%	53 25%	60 25%
Bridging unknown and known users to enhance a customer profile	93 20%	60 20%	31 21%	29 19%	33 21%	22 20%	65 20%	28 22%	4 11%	58 22%	31 20%	37 17%	56 23%
Pacing the cadence and context of communications to best suit the behavior and expectation of the customer	80 18%	55 18%	32 21%	23 15%	25 16%	21 19%	55 17%	25 20%	8 21%	48 18%	24 16%	31 15%	49 20%
Other, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	6 1%	3 1%	1 1%	2 1%	3 2%	-	6 2%	-	-	5 2%	1 1%	3 1%	3 1%
Sigma	1149 253%	756 252%	403 269%	353 235%	393 255%	290 264%	813 249%	336 265%	93 245%	651 248%	405 263%	513 242%	636 263%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203. How important are each of the following to ensuring that you have a single view of the customer?

SUMMARY TABLE OF ABSOLUTELY ESSENTIAL (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	166 37%	125 42% E	72 48% DE	53 35%	41 27%	56 51%	109 33%	57 45% G	9 24%	69 26%	88 57% IJ	46 22%	120 50% L
The ability to see a comprehensive picture of the customer (using all available data sources)	154 34%	117 39% E	67 45% DE	50 33%	37 24%	51 46%	104 32%	50 39%	8 21%	72 27%	74 48% IJ	42 20%	112 46% L
Accessing customer data and making offer decisions in real-time to keep pace with the customer	145 32%	101 34%	62 41% DE	39 26%	44 29%	39 35%	98 30%	47 37%	7 18%	67 26%	71 46% IJ	34 16%	111 46% L
Resolving customer identity across different databases, systems of engagement, and devices	140 31%	102 34% E	69 46% DE	33 22%	38 25%	44 40%	83 25%	57 45% G	5 13%	63 24%	72 47% IJ	42 20%	98 40% L
Availability of customer records across the entire enterprise	136 30%	100 33% E	69 46% DE	31 21%	36 23%	55 50%	88 27%	48 38% G	7 18%	56 21%	73 47% IJ	35 17%	101 42% L
Making hyper-personalized offers that understand where the customer is in their buying journey	115 25%	85 28% E	55 37% DE	30 20%	30 19%	39 35%	68 21%	47 37% G	5 13%	38 15%	72 47% IJ	25 12%	90 37% L
Using machine learning that anticipates a customer's needs, wants, intent	115 25%	88 29% E	50 33% E	38 25%	27 18%	31 28%	77 24%	38 30%	6 16%	54 21%	55 36% IJ	27 13%	88 36% L
The ability to connect anonymous or unknown visitors with known customers	99 22%	74 25% E	41 27% E	33 22%	25 16%	29 26%	55 17%	44 35% G	2 5%	42 16%	55 36% IJ	23 11%	76 31% L
Appending second and third-party data to enrich a customer's profile	98 22%	80 27% E	49 33% DE	31 21% E	18 12%	26 24%	61 19%	37 29% G	3 8%	38 15%	57 37% IJ	24 11%	74 31% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203. How important are each of the following to ensuring that you have a single view of the customer?

SUMMARY TABLE OF ABSOLUTELY ESSENTIAL / VERY / SOMEWHAT IMPORTANT (TOP 3 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	446 98%	295 98%	148 99%	147 98%	151 98%	108 98%	322 98%	124 98%	36 95%	259 99%	151 98%	207 98%	239 99%
Resolving customer identity across different databases, systems of engagement, and devices	443 98%	296 99%	148 99%	148 99%	147 95%	106 96%	318 97%	125 98%	35 92%	256 98%	152 99%	202 95%	241 100%
Availability of customer records across the entire enterprise	442 97%	293 98%	148 99%	145 97%	149 97%	107 97%	316 97%	126 99%	36 95%	254 97%	152 99%	202 95%	240 99%
The ability to see a comprehensive picture of the customer (using all available data sources)	442 97%	293 98%	148 99%	145 97%	149 97%	108 98%	317 97%	125 98%	34 89%	255 97%	153 99%	202 95%	240 99%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	442 97%	292 97%	146 97%	146 97%	150 97%	107 97%	316 97%	126 99%	35 92%	255 97%	152 99%	204 96%	238 98%
Making hyper-personalized offers that understand where the customer is in their buying journey	437 96%	291 97%	147 98%	144 96%	146 95%	107 97%	315 96%	122 96%	34 89%	255 97%	148 96%	199 94%	238 98%
Using machine learning that anticipates a customer's needs, wants, intent	425 94%	285 95%	147 98%	138 92%	140 91%	105 95%	305 93%	120 94%	32 84%	242 92%	151 98%	192 91%	233 96%
Appending second and third-party data to enrich a customer's profile	412 91%	271 90%	138 92%	133 89%	141 92%	96 87%	295 90%	117 92%	32 84%	238 91%	142 92%	184 87%	228 94%
The ability to connect anonymous or unknown visitors with known customers	408 90%	269 90%	135 90%	134 89%	139 90%	90 82%	287 88%	121 95%	28 74%	238 91%	142 92%	180 85%	228 94%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_1. How important are each of the following to ensuring that you have a single view of the customer?

1. The ability to see a comprehensive picture of the customer (using all available data sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	293 98%	148 99%	145 97%	149 97%	108 98%	317 97%	125 98%	34 89%	255 97% I	153 99% I	202 95%	240 99% L
TOP 2 BOX (SUB-NET)	361 80%	246 82%	132 88% DE	114 76%	115 75%	88 80%	258 79%	103 81%	22 58%	207 79% I	132 86% I	141 67%	220 91% L
Absolutely essential	154 34%	117 39% E	67 45% DE	50 33%	37 24%	51 46%	104 32%	50 39%	8 21%	72 27% I	74 48% J	42 20%	112 46% L
Very important	207 46%	129 43%	65 43%	64 43%	78 51%	37 34%	154 47%	53 42%	14 37%	135 52% K	58 38%	99 47%	108 45%
Somewhat important	81 18%	47 16%	16 11%	31 21% C	34 22% C	20 18%	59 18%	22 17%	12 32% K	48 18% I	21 14% I	61 29% M	20 8% I
BOTTOM 2 BOX (NET)	12 3%	7 2%	2 1%	5 3%	5 3%	2 2%	10 3%	2 2%	4 11% JK	7 3% I	1 1% I	10 5% M	2 1% I
Not very important	11 2%	7 2%	2 1%	5 3%	4 3%	2 2%	9 3%	2 2%	4 11% JK	6 2% I	1 1% I	9 4% M	2 1% I
Not at all important	1 *	-	-	-	1 1%	-	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_2. How important are each of the following to ensuring that you have a single view of the customer?
 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	446 98%	295 98%	148 99%	147 98%	151 98%	108 98%	322 98%	124 98%	36 95%	259 99%	151 98%	207 98%	239 99%
TOP 2 BOX (SUB-NET)	354 78%	242 81%	124 83% E	118 79%	112 73%	99 90%	249 76%	105 83%	25 66%	190 73%	139 90% J	141 67%	213 88% L
Absolutely essential	166 37%	125 42% E	72 48% DE	53 35%	41 27%	56 51%	109 33%	57 45% G	9 24%	69 26%	88 57% J	46 22%	120 50% L
Very important	188 41%	117 39%	52 35%	65 43%	71 46% C	43 39%	140 43%	48 38%	16 42%	121 46% K	51 33%	95 45%	93 38%
Somewhat important	92 20%	53 18%	24 16%	29 19%	39 25% C	9 8%	73 22%	19 15%	11 29% K	69 26% K	12 8%	66 31% M	26 11%
BOTTOM 2 BOX (NET)	8 2%	5 2%	2 1%	3 2%	3 2%	2 2%	5 2%	3 2%	2 5%	3 1%	3 2%	5 2%	3 1%
Not very important	8 2%	5 2%	2 1%	3 2%	3 2%	1 1%	5 2%	3 2%	2 5%	3 1%	3 2%	5 2%	3 1%
Not at all important	-	-	-	-	-	1 1%	-	-	-	-	-	-	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_3. How important are each of the following to ensuring that you have a single view of the customer?
 3. Availability of customer records across the entire enterprise

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	293 98%	148 99%	145 97%	149 97%	107 97%	316 97%	126 99%	36 95%	254 97%	152 99%	202 95%	240 99%
TOP 2 BOX (SUB-NET)	357 79%	242 81%	130 87% DE	112 75%	115 75%	93 85%	250 76%	107 84%	30 79%	189 72%	138 90% J	136 64%	221 91% L
Absolutely essential	136 30%	100 33% E	69 46% DE	31 21%	36 23%	55 50%	88 27%	48 38% G	7 18%	56 21%	73 47% IJ	35 17%	101 42% L
Very important	221 49%	142 47%	61 41%	81 54% C	79 51%	38 35%	162 50%	59 46%	23 61% K	133 51%	65 42%	101 48%	120 50%
Somewhat important	85 19%	51 17%	18 12%	33 22% C	34 22% C	14 13%	66 20%	19 15%	6 16%	65 25% K	14 9%	66 31% M	19 8%
BOTTOM 2 BOX (NET)	12 3%	7 2%	2 1%	5 3%	5 3%	3 3%	11 3%	1 1%	2 5%	8 3%	2 1%	10 5% M	2 1%
Not very important	11 2%	6 2%	2 1%	4 3%	5 3%	2 2%	10 3%	1 1%	2 5%	7 3%	2 1%	9 4% M	2 1%
Not at all important	1 *	1 *	-	1 1%	-	1 1%	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_4. How important are each of the following to ensuring that you have a single view of the customer?
 4. Resolving customer identity across different databases, systems of engagement, and devices

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	443 98%	296 99% E	148 99%	148 99%	147 95%	106 96%	318 97%	125 98%	35 92%	256 98%	152 99% I	202 95%	241 100% L
TOP 2 BOX (SUB-NET)	348 77%	247 82% E	130 87% E	117 78% E	101 66%	90 82%	244 75%	104 82%	23 61%	197 75%	128 83% I	137 65%	211 87% L
Absolutely essential	140 31%	102 34% E	69 46% DE	33 22%	38 25%	44 40%	83 25%	57 45% G	5 13%	63 24%	72 47% IJ	42 20%	98 40% L
Very important	208 46%	145 48%	61 41%	84 56% CE	63 41%	46 42%	161 49% H	47 37%	18 47%	134 51% K	56 36%	95 45%	113 47%
Somewhat important	95 21%	49 16%	18 12%	31 21% C	46 30% CB	16 15%	74 23%	21 17%	12 32% K	59 23%	24 16%	65 31% M	30 12%
BOTTOM 2 BOX (NET)	11 2%	4 1%	2 1%	2 1%	7 5% B	4 4%	9 3%	2 2%	3 8% K	6 2%	2 1%	10 5% M	1 *
Not very important	9 2%	3 1%	2 1%	1 1%	6 4% B	4 4%	7 2%	2 2%	3 8% JK	4 2%	2 1%	8 4% M	1 *
Not at all important	2 *	1 *	-	1 1%	1 1%	-	2 1%	-	-	2 1%	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_5. How important are each of the following to ensuring that you have a single view of the customer?
 5. Making hyper-personalized offers that understand where the customer is in their buying journey

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	437 96%	291 97%	147 98%	144 96%	146 95%	107 97%	315 96%	122 96%	34 89%	255 97%	148 96%	199 94%	238 98%
TOP 2 BOX (SUB-NET)	333 73%	232 77% E	123 82% E	109 73%	101 66%	82 75%	227 69%	106 83% G	22 58%	181 69%	130 84% J	122 58%	211 87% L
Absolutely essential	115 25%	85 28% E	55 37% DE	30 20%	30 19%	39 35%	68 21%	47 37% G	5 13%	38 15%	72 47% J	25 12%	90 37% L
Very important	218 48%	147 49%	68 45%	79 53%	71 46%	43 39%	159 49%	59 46%	17 45%	143 55% K	58 38%	97 46%	121 50%
Somewhat important	104 23%	59 20%	24 16%	35 23%	45 29% CB	25 23%	88 27% H	16 13%	12 32% K	74 28% K	18 12%	77 36% M	27 11%
BOTTOM 2 BOX (NET)	17 4%	9 3%	3 2%	6 4%	8 5%	3 3%	12 4%	5 4%	4 11% J	7 3%	6 4%	13 6% M	4 2%
Not very important	15 3%	9 3%	3 2%	6 4%	6 4%	3 3%	10 3%	5 4%	4 11% J	6 2%	5 3%	12 6% M	3 1%
Not at all important	2*	-	-	-	2 1% B	-	2 1%	-	-	1*	1 1%	1*	1*
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_6. How important are each of the following to ensuring that you have a single view of the customer?

6. Accessing customer data and making offer decisions in real-time to keep pace with the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	292 97%	146 97%	146 97%	150 97%	107 97%	316 97%	126 99%	35 92%	255 97%	152 99%	204 96%	238 98%
TOP 2 BOX (SUB-NET)	355 78%	238 79%	127 85% D	111 74%	117 76%	93 85%	248 76%	107 84%	25 66%	200 76%	130 84%	147 69%	208 86% L
Absolutely essential	145 32%	101 34%	62 41% DE	39 26%	44 29%	39 35%	98 30%	47 37%	7 18%	67 26%	71 46% IJ	34 16%	111 46% L
Very important	210 46%	137 46%	65 43%	72 48%	73 47%	54 49%	150 46%	60 47%	18 47%	133 51% K	59 38%	113 53% M	97 40%
Somewhat important	87 19%	54 18%	19 13%	35 23% C	33 21% C	14 13%	68 21%	19 15%	10 26%	55 21%	22 14%	57 27% M	30 12%
BOTTOM 2 BOX (NET)	12 3%	8 3%	4 3%	4 3%	4 3%	3 3%	11 3%	1 1%	3 8% K	7 3%	2 1%	8 4%	4 2%
Not very important	10 2%	6 2%	4 3%	2 1%	4 3%	3 3%	9 3%	1 1%	2 5%	6 2%	2 1%	6 3%	4 2%
Not at all important	2 *	2 1%	-	2 1%	-	-	2 1%	-	1 3% K	1 *	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_7. How important are each of the following to ensuring that you have a single view of the customer?
 7. Using machine learning that anticipates a customer's needs, wants, intent

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	425 94%	285 95%	147 98% DE	138 92%	140 91%	105 95%	305 93%	120 94%	32 84%	242 92%	151 98% J	192 91%	233 96% L
TOP 2 BOX (SUB-NET)	318 70%	220 73% E	121 81% DEF	99 66%	98 64%	77 70%	219 67%	99 78% G	22 58%	170 65%	126 82% J	119 56%	199 82% L
Absolutely essential	115 25%	88 29% E	50 33% E	38 25%	27 18%	31 28%	77 24%	38 30%	6 16%	54 21%	55 36% J	27 13%	88 36% L
Very important	203 45%	132 44%	71 47%	61 41%	71 46%	46 42%	142 43%	61 48%	16 42%	116 44%	71 46%	92 43%	111 46%
Somewhat important	107 24%	65 22%	26 17%	39 26%	42 27% C	28 25%	86 26% H	21 17%	10 26%	72 27% K	25 16%	73 34% M	34 14%
BOTTOM 2 BOX (NET)	29 6%	15 5%	3 2%	12 8% C	14 9% C	5 5%	22 7%	7 6%	6 16% K	20 8% K	3 2%	20 9% M	9 4%
Not very important	26 6%	15 5%	3 2%	12 8% C	11 7% C	4 4%	20 6%	6 5%	6 16% JK	17 6% K	3 2%	19 9% M	7 3%
Not at all important	3 1%	-	-	-	3 2% B	1 1%	2 1%	1 1%	-	3 1%	-	1 *	2 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_8. How important are each of the following to ensuring that you have a single view of the customer?
 8. Appending second and third-party data to enrich a customer's profile

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	412 91%	271 90%	138 92%	133 89%	141 92%	96 87%	295 90%	117 92%	32 84%	238 91%	142 92%	184 87%	228 94% L
TOP 2 BOX (SUB-NET)	280 62%	199 66% E	109 73% DEF	90 60%	81 53%	67 61%	186 57%	94 74% G	15 39%	154 59% I	111 72% J	100 47%	180 74% L
Absolutely essential	98 22%	80 27% E	49 33% DE	31 21% E	18 12%	26 24%	61 19%	37 29% G	3 8%	38 15%	57 37% J	24 11%	74 31% L
Very important	182 40%	119 40%	60 40%	59 39%	63 41%	41 37%	125 38%	57 45%	12 32%	116 44%	54 35%	76 36%	106 44%
Somewhat important	132 29%	72 24%	29 19%	43 29%	60 39% CB	29 26%	109 33% H	23 18%	17 45% K	84 32% K	31 20%	84 40% M	48 20%
BOTTOM 2 BOX (NET)	42 9%	29 10%	12 8%	17 11%	13 8%	14 13%	32 10%	10 8%	6 16%	24 9%	12 8%	28 13% M	14 6%
Not very important	39 9%	28 9%	12 8%	16 11%	11 7%	12 11%	30 9%	9 7%	5 13%	23 9%	11 7%	26 12% M	13 5%
Not at all important	3 1%	1 *	-	1 1%	2 1%	2 2%	2 1%	1 1%	1 3%	1 *	1 1%	2 1%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_9. How important are each of the following to ensuring that you have a single view of the customer?

9. The ability to connect anonymous or unknown visitors with known customers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	408 90%	269 90%	135 90%	134 89%	139 90%	90 82%	287 88%	121 95% G	28 74%	238 91% I	142 92% I	180 85%	228 94% L
TOP 2 BOX (SUB-NET)	286 63%	195 65%	110 73% DE	85 57%	91 59%	71 65%	189 58%	97 76% G	14 37%	156 60% I	116 75% J	95 45%	191 79% L
Absolutely essential	99 22%	74 25% E	41 27% E	33 22%	25 16%	29 26%	55 17%	44 35% G	2 5%	42 16%	55 36% J	23 11%	76 31% L
Very important	187 41%	121 40%	69 46% D	52 35%	66 43%	42 38%	134 41%	53 42%	12 32%	114 44%	61 40%	72 34%	115 48% L
Somewhat important	122 27%	74 25%	25 17%	49 33% C	48 31% C	19 17%	98 30% H	24 19%	14 37% K	82 31% K	26 17%	85 40% M	37 15%
BOTTOM 2 BOX (NET)	46 10%	31 10%	15 10%	16 11%	15 10%	20 18%	40 12% H	6 5%	10 26% JK	24 9%	12 8%	32 15% M	14 6%
Not very important	38 8%	25 8%	11 7%	14 9%	13 8%	17 15% C	34 10% H	4 3%	9 24% JK	21 8%	8 5%	28 13% M	10 4%
Not at all important	8 2%	6 2%	4 3%	2 1%	2 1%	3 3%	6 2%	2 2%	1 3%	3 1%	4 3%	4 2%	4 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

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SUMMARY TABLE OF VERY SATISFIED (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to see a comprehensive picture of the customer (using all available data sources)	173 38%	120 40%	72 48% DEF	48 32%	53 34%	35 32%	110 34%	63 50% G	7 18%	88 34%	78 51% IJ	46 22%	127 52% L
Availability of customer records across the entire enterprise	167 37%	121 40% E	73 49% DE	48 32%	46 30%	43 39%	115 35%	52 41%	4 11%	79 30% I	84 55% IJ	36 17%	131 54% L
Resolving customer identity across different databases, systems of engagement, and devices	164 36%	117 39%	79 53% DEF	38 25%	47 31%	36 33%	102 31%	62 49% G	5 13%	69 26%	90 58% IJ	42 20%	122 50% L
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	159 35%	116 39% E	66 44% E	50 33%	43 28%	43 39%	108 33%	51 40%	5 13%	71 27%	83 54% IJ	36 17%	123 51% L
The ability to connect anonymous or unknown visitors with known customers	149 33%	105 35%	61 41% DE	44 29%	44 29%	37 34%	94 29%	55 43% G	4 11%	63 24%	82 53% IJ	37 17%	112 46% L
Accessing customer data and making offer decisions in real-time to keep pace with the customer	148 33%	98 33%	63 42% D	35 23%	50 32%	45 41%	95 29%	53 42% G	8 21%	62 24%	78 51% IJ	28 13%	120 50% L
Making hyper-personalized offers that understand where the customer is in their buying journey	148 33%	112 37% E	64 43% E	48 32%	36 23%	38 35%	95 29%	53 42% G	4 11%	62 24%	82 53% IJ	28 13%	120 50% L
Using machine learning that anticipates a customer's needs, wants, intent	140 31%	99 33%	55 37%	44 29%	41 27%	41 37%	93 28%	47 37%	3 8%	63 24% I	74 48% IJ	34 16%	106 44% L
Appending second and third-party data to enrich a customer's profile	136 30%	99 33% E	63 42% DE	36 24%	37 24%	35 32%	87 27%	49 39% G	3 8%	67 26% I	66 43% IJ	40 19%	96 40% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

SUMMARY TABLE OF VERY / SOMEWHAT SATISFIED (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Resolving customer identity across different databases, systems of engagement, and devices	411 91%	275 92%	137 91%	138 92%	136 88%	95 86%	293 90%	118 93%	23 61%	239 91%	149 97%	177 83%	234 97%
The ability to see a comprehensive picture of the customer (using all available data sources)	406 89%	272 91%	135 90%	137 91%	134 87%	93 85%	291 89%	115 91%	24 63%	233 89%	149 97%	168 79%	238 98%
Making hyper-personalized offers that understand where the customer is in their buying journey	400 88%	266 89%	136 91%	130 87%	134 87%	93 85%	286 87%	114 90%	21 55%	236 90%	143 93%	171 81%	229 95%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	393 87%	265 88%	130 87%	135 90%	128 83%	97 88%	279 85%	114 90%	23 61%	226 86%	144 94%	162 76%	231 95%
Availability of customer records across the entire enterprise	392 86%	260 87%	128 85%	132 88%	132 86%	89 81%	273 83%	119 94%	24 63%	224 85%	144 94%	160 75%	232 96%
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	389 86%	261 87%	133 89%	128 85%	128 83%	89 81%	279 85%	110 87%	21 55%	227 87%	141 92%	162 76%	227 94%
Appending second and third-party data to enrich a customer's profile	386 85%	252 84%	132 88%	120 80%	134 87%	89 81%	277 85%	109 86%	21 55%	222 85%	143 93%	156 74%	230 95%
Using machine learning that anticipates a customer's needs, wants, intent	381 84%	250 83%	126 84%	124 83%	131 85%	81 74%	268 82%	113 89%	17 45%	219 84%	145 94%	150 71%	231 95%
The ability to connect anonymous or unknown visitors with known customers	375 83%	249 83%	131 87%	118 79%	126 82%	86 78%	268 82%	107 84%	20 53%	209 80%	146 95%	152 72%	223 92%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

SUMMARY TABLE OF NOT AT ALL / NOT VERY SATISFIED (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to connect anonymous or unknown visitors with known customers	79 17%	51 17%	19 13%	32 21% C	28 18%	24 22%	59 18%	20 16%	18 47% JK	53 20% K	8 5%	60 28% M	19 8%
Using machine learning that anticipates a customer's needs, wants, intent	73 16%	50 17%	24 16%	26 17%	23 15%	29 26% C	59 18%	14 11%	21 55% JK	43 16% K	9 6%	62 29% M	11 5%
Appending second and third-party data to enrich a customer's profile	68 15%	48 16%	18 12%	30 20%	20 13%	21 19%	50 15%	18 14%	17 45% JK	40 15% K	11 7%	56 26% M	12 5%
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	65 14%	39 13%	17 11%	22 15%	26 17%	21 19%	48 15%	17 13%	17 45% JK	35 13%	13 8%	50 24% M	15 6%
Availability of customer records across the entire enterprise	62 14%	40 13%	22 15%	18 12%	22 14%	21 19%	54 17% H	8 6%	14 37% JK	38 15% K	10 6%	52 25% M	10 4%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	61 13%	35 12%	20 13%	15 10%	26 17%	13 12%	48 15%	13 10%	15 39% JK	36 14% K	10 6%	50 24% M	11 5%
Making hyper-personalized offers that understand where the customer is in their buying journey	54 12%	34 11%	14 9%	20 13%	20 13%	17 15%	41 13%	13 10%	17 45% JK	26 10%	11 7%	41 19% M	13 5%
The ability to see a comprehensive picture of the customer (using all available data sources)	48 11%	28 9%	15 10%	13 9%	20 13%	17 15%	36 11%	12 9%	14 37% JK	29 11% K	5 3%	44 21% M	4 2%
Resolving customer identity across different databases, systems of engagement, and devices	43 9%	25 8%	13 9%	12 8%	18 12%	15 14%	34 10%	9 7%	15 39% JK	23 9% K	5 3%	35 17% M	8 3%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_1. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

1. The ability to see a comprehensive picture of the customer (using all available data sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	406 89%	272 91%	135 90%	137 91%	134 87%	93 85%	291 89%	115 91%	24 63%	233 89%	149 97%	168 79%	238 98%
Very satisfied	173 38%	120 40%	72 48% DEF	48 32%	53 34%	35 32%	110 34%	63 50% G	7 18%	88 34%	78 51% IJ	46 22%	127 52% L
Somewhat satisfied	233 51%	152 51%	63 42%	89 59% C	81 53%	58 53%	181 55% H	52 41%	17 45%	145 55%	71 46%	122 58% M	111 46%
BOTTOM 2 BOX (NET)	48 11%	28 9%	15 10%	13 9%	20 13%	17 15%	36 11%	12 9%	14 37% JK	29 11% K	5 3%	44 21% M	4 2%
Not very satisfied	45 10%	27 9%	14 9%	13 9%	18 12%	15 14%	34 10%	11 9%	11 29% JK	29 11% K	5 3%	41 19% M	4 2%
Not at all satisfied	3 1%	1 *	1 1%	-	2 1%	2 2%	2 1%	1 1%	3 8% JK	-	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_2. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?
 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	389 86%	261 87%	133 89%	128 85%	128 83%	89 81%	279 85%	110 87%	21 55%	227 87%	141 92%	162 76%	227 94%
Very satisfied	159 35%	116 39% E	66 44% E	50 33%	43 28%	43 39%	108 33%	51 40%	5 13%	71 27%	83 54% J	36 17%	123 51% L
Somewhat satisfied	230 51%	145 48%	67 45%	78 52%	85 55%	46 42%	171 52%	59 46%	16 42%	156 60% IK	58 38%	126 59% M	104 43%
BOTTOM 2 BOX (NET)	65 14%	39 13%	17 11%	22 15%	26 17%	21 19%	48 15%	17 13%	17 45% JK	35 13%	13 8%	50 24% M	15 6%
Not very satisfied	59 13%	34 11%	16 11%	18 12%	25 16%	19 17%	43 13%	16 13%	16 42% JK	31 12%	12 8%	45 21% M	14 6%
Not at all satisfied	6 1%	5 2%	1 1%	4 3%	1 1%	2 2%	5 2%	1 1%	1 3%	4 2%	1 1%	5 2%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_3. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

3. Availability of customer records across the entire enterprise

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	392 86%	260 87%	128 85%	132 88%	132 86%	89 81%	273 83%	119 94% G	24 63%	224 85% I	144 94% J	160 75%	232 96% L
Very satisfied	167 37%	121 40% E	73 49% DE	48 32%	46 30%	43 39%	115 35%	52 41%	4 11%	79 30% I	84 55% J	36 17%	131 54% L
Somewhat satisfied	225 50%	139 46%	55 37%	84 56% C	86 56% C	46 42%	158 48%	67 53%	20 53%	145 55% K	60 39%	124 58% M	101 42%
BOTTOM 2 BOX (NET)	62 14%	40 13%	22 15%	18 12%	22 14%	21 19%	54 17% H	8 6%	14 37% JK	38 15% K	10 6%	52 25% M	10 4%
Not very satisfied	56 12%	37 12%	20 13%	17 11%	19 12%	19 17%	49 15% H	7 6%	10 26% JK	36 14% K	10 6%	46 22% M	10 4%
Not at all satisfied	6 1%	3 1%	2 1%	1 1%	3 2%	2 2%	5 2%	1 1%	4 11% JK	2 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_4. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

4. Resolving customer identity across different databases, systems of engagement, and devices

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	411 91%	275 92%	137 91%	138 92%	136 88%	95 86%	293 90%	118 93%	23 61%	239 91%	149 97%	177 83%	234 97%
Very satisfied	164 36%	117 39%	79 53% DEF	38 25%	47 31%	36 33%	102 31%	62 49% G	5 13%	69 26%	90 58% J	42 20%	122 50% L
Somewhat satisfied	247 54%	158 53%	58 39%	100 67% C	89 58% C	59 54% C	191 58% H	56 44%	18 47%	170 65% IK	59 38%	135 64% M	112 46%
BOTTOM 2 BOX (NET)	43 9%	25 8%	13 9%	12 8%	18 12%	15 14%	34 10%	9 7%	15 39% JK	23 9% K	5 3%	35 17% M	8 3%
Not very satisfied	39 9%	24 8%	12 8%	12 8%	15 10%	15 14%	31 9%	8 6%	12 32% JK	22 8% K	5 3%	32 15% M	7 3%
Not at all satisfied	4 1%	1 *	1 1%	-	3 2%	-	3 1%	1 1%	3 8% JK	1 *	-	3 1%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_5. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

5. Making hyper-personalized offers that understand where the customer is in their buying journey

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	400 88%	266 89%	136 91%	130 87%	134 87%	93 85%	286 87%	114 90%	21 55%	236 90%	143 93%	171 81%	229 95%
Very satisfied	148 33%	112 37% E	64 43% E	48 32%	36 23%	38 35%	95 29%	53 42% G	4 11%	62 24%	82 53% J	28 13%	120 50% L
Somewhat satisfied	252 56%	154 51%	72 48%	82 55%	98 64% CB	55 50%	191 58% H	61 48%	17 45%	174 66% IK	61 40%	143 67% M	109 45%
BOTTOM 2 BOX (NET)	54 12%	34 11%	14 9%	20 13%	20 13%	17 15%	41 13%	13 10%	17 45% JK	26 10%	11 7%	41 19% M	13 5%
Not very satisfied	47 10%	32 11%	14 9%	18 12%	15 10%	16 15%	35 11%	12 9%	13 34% JK	24 9%	10 6%	34 16% M	13 5%
Not at all satisfied	7 2%	2 1%	-	2 1%	5 3% CB	1 1%	6 2%	1 1%	4 11% JK	2 1%	1 1%	7 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_6. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

6. Accessing customer data and making offer decisions in real-time to keep pace with the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	393 87%	265 88%	130 87%	135 90%	128 83%	97 88%	279 85%	114 90%	23 61%	226 86%	144 94%	162 76%	231 95%
Very satisfied	148 33%	98 33%	63 42% D	35 23%	50 32%	45 41%	95 29%	53 42% G	8 21%	62 24%	78 51% J	28 13%	120 50% L
Somewhat satisfied	245 54%	167 56%	67 45%	100 67% CE	78 51%	52 47%	184 56%	61 48%	15 39%	164 63% IK	66 43%	134 63% M	111 46%
BOTTOM 2 BOX (NET)	61 13%	35 12%	20 13%	15 10%	26 17%	13 12%	48 15%	13 10%	15 39% JK	36 14% K	10 6%	50 24% M	11 5%
Not very satisfied	58 13%	33 11%	18 12%	15 10%	25 16%	12 11%	45 14%	13 10%	13 34% JK	35 13% K	10 6%	47 22% M	11 5%
Not at all satisfied	3 1%	2 1%	2 1%	-	1 1%	1 1%	3 1%	-	2 5% JK	1 *	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_7. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

7. Using machine learning that anticipates a customer's needs, wants, intent

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	381 84%	250 83%	126 84% F	124 83%	131 85%	81 74%	268 82%	113 89%	17 45%	219 84% I	145 94% J	150 71%	231 95% L
Very satisfied	140 31%	99 33%	55 37%	44 29%	41 27%	41 37%	93 28%	47 37%	3 8%	63 24% I	74 48% J	34 16%	106 44% L
Somewhat satisfied	241 53%	151 50%	71 47%	80 53%	90 58%	40 36%	175 54%	66 52%	14 37%	156 60% IK	71 46%	116 55%	125 52%
BOTTOM 2 BOX (NET)	73 16%	50 17%	24 16%	26 17%	23 15%	29 26% C	59 18%	14 11%	21 55% JK	43 16% K	9 6%	62 29% M	11 5%
Not very satisfied	63 14%	46 15%	21 14%	25 17%	17 11%	24 22%	51 16%	12 9%	16 42% JK	39 15% K	8 5%	53 25% M	10 4%
Not at all satisfied	10 2%	4 1%	3 2%	1 1%	6 4%	5 5%	8 2%	2 2%	5 13% JK	4 2%	1 1%	9 4% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_8. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

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8. Appending second and third-party data to enrich a customer's profile

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	386 85%	252 84%	132 88%	120 80%	134 87%	89 81%	277 85%	109 86%	21 55%	222 85%	143 93%	156 74%	230 95%
Very satisfied	136 30%	99 33%	63 42%	36 24%	37 24%	35 32%	87 27%	49 39%	3 8%	67 26%	66 43%	40 19%	96 40%
Somewhat satisfied	250 55%	153 51%	69 46%	84 56%	97 63%	54 49%	190 58%	60 47%	18 47%	155 59%	77 50%	116 55%	134 55%
BOTTOM 2 BOX (NET)	68 15%	48 16%	18 12%	30 20%	20 13%	21 19%	50 15%	18 14%	17 45%	40 15%	11 7%	56 26%	12 5%
Not very satisfied	65 14%	47 16%	18 12%	29 19%	18 12%	18 16%	49 15%	16 13%	16 42%	39 15%	10 6%	53 25%	12 5%
Not at all satisfied	3 1%	1 *	-	1 1%	2 1%	3 3%	1 *	2 2%	1 3%	1 *	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_9. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

9. The ability to connect anonymous or unknown visitors with known customers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	375 83%	249 83%	131 87% D	118 79%	126 82%	86 78%	268 82%	107 84%	20 53%	209 80% I	146 95% J	152 72%	223 92% L
Very satisfied	149 33%	105 35%	61 41% DE	44 29%	44 29%	37 34%	94 29%	55 43% G	4 11%	63 24%	82 53% J	37 17%	112 46% L
Somewhat satisfied	226 50%	144 48%	70 47%	74 49%	82 53%	49 45%	174 53% H	52 41%	16 42%	146 56% K	64 42%	115 54%	111 46%
BOTTOM 2 BOX (NET)	79 17%	51 17%	19 13%	32 21% C	28 18%	24 22%	59 18%	20 16%	18 47% JK	53 20% K	8 5%	60 28% M	19 8%
Not very satisfied	73 16%	49 16%	17 11%	32 21% C	24 16%	23 21% C	54 17%	19 15%	15 39% JK	50 19% K	8 5%	54 25% M	19 8%
Not at all satisfied	6 1%	2 1%	2 1%	-	4 3% D	1 1%	5 2%	1 1%	3 8% JK	3 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF NOT CURRENTLY USING

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Artificial Intelligence/Machine Learning (ML) based recommendations	113 25%	71 24%	26 17%	45 30% C	42 27% C	25 23%	96 29% H	17 13%	18 47% JK	67 26%	28 18%	74 35% M	39 16%
A/B multivariate testing	112 25%	68 23%	26 17%	42 28% C	44 29% C	19 17%	92 28% H	20 16%	14 37% K	70 27% K	28 18%	68 32% M	44 18%
Personalization delivered through smart device/sensor data (IoT)	103 23%	69 23%	19 13%	50 33% CE	34 22% C	20 18%	84 26% H	19 15%	18 47% JK	60 23%	25 16%	65 31% M	38 16%
Personalization delivered through Clienteling Application	88 19%	56 19%	17 11%	39 26% C	32 21% C	18 16%	73 22% H	15 12%	14 37% JK	50 19%	24 16%	52 25% M	36 15%
Predictive modeling-based recommendations	85 19%	58 19%	19 13%	39 26% C	27 18%	13 12%	69 21% H	16 13%	15 39% JK	50 19%	20 13%	59 28% M	26 11%
Rules-based recommendations	83 18%	56 19%	18 12%	38 25% C	27 18%	16 15%	70 21% H	13 10%	14 37% JK	47 18%	22 14%	55 26% M	28 12%
Business rules-based offers	77 17%	45 15%	15 10%	30 20% C	32 21% C	16 15%	66 20% H	11 9%	12 32% JK	47 18%	18 12%	49 23% M	28 12%
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	69 15%	49 16%	18 12%	31 21% C	20 13%	18 16%	56 17%	13 10%	13 34% JK	45 17% K	11 7%	44 21% M	25 10%
Using preference/loyalty data to personalize	54 12%	32 11%	13 9%	19 13%	22 14%	9 8%	42 13%	12 9%	10 26% JK	36 14% K	8 5%	30 14% M	24 10%
Personalization delivered through Mobile Applications	51 11%	31 10%	8 5%	23 15% C	20 13% C	8 7%	43 13% H	8 6%	12 32% JK	27 10%	12 8%	32 15% M	19 8%
Personalization delivered through Website	45 10%	34 11%	17 11%	17 11%	11 7%	7 6%	38 12%	7 6%	10 26% JK	27 10%	8 5%	28 13% M	17 7%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF CURRENTLY USING

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalization delivered through Website	346 76%	217 72%	118 79% D	99 66%	129 84% DB	95 86%	243 74%	103 81%	16 42%	192 73% I	138 90% J	138 65%	208 86% L
Using preference/loyalty data to personalize	328 72%	220 73%	120 80% DE	100 67%	108 70%	90 82%	234 72%	94 74%	15 39%	187 71% I	126 82% J	138 65%	190 79% L
Personalization delivered through Mobile Applications	312 69%	203 68%	117 78% D	86 57%	109 71% D	85 77%	214 65%	98 77% G	16 42%	175 67% I	121 79% J	129 61%	183 76% L
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	296 65%	194 65%	112 75% D	82 55%	102 66% D	76 69%	202 62%	94 74% G	19 50%	159 61% I	118 77% J	119 56%	177 73% L
Rules-based recommendations	286 63%	187 62%	109 73% D	78 52%	99 64% D	77 70%	190 58%	96 76% G	19 50%	159 61% I	108 70% I	115 54%	171 71% L
Predictive modeling-based recommendations	279 61%	183 61%	110 73% DE	73 49%	96 62% D	77 70%	182 56%	97 76% G	16 42%	154 59% I	109 71% J	106 50%	173 71% L
Business rules-based offers	273 60%	180 60%	112 75% DE	68 45%	93 60% D	81 74%	174 53%	99 78% G	18 47%	143 55% I	112 73% J	109 51%	164 68% L
Personalization delivered through Clienteling Application	269 59%	174 58%	107 71% D	67 45%	95 62% D	73 66%	170 52%	99 78% G	12 32%	147 56% I	110 71% J	106 50%	163 67% L
Personalization delivered through smart device/sensor data (IoT)	248 55%	161 54%	99 66% D	62 41%	87 56% D	70 64%	161 49%	87 69% G	13 34%	136 52% I	99 64% J	90 42%	158 65% L
Artificial Intelligence/Machine Learning (ML) based recommendations	231 51%	152 51%	96 64% DE	56 37%	79 51% D	57 52%	144 44%	87 69% G	9 24%	129 49% I	93 60% J	79 37%	152 63% L
A/B multivariate testing	205 45%	131 44%	81 54% D	50 33%	74 48% D	53 48%	120 37%	85 67% G	17 45%	105 40% I	83 54% J	74 35%	131 54% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF CURRENTLY USING WITH GREAT SUCCESS

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Using preference/loyalty data to personalize	166 37%	114 38%	69 46% DE	45 30%	52 34%	40 36%	113 35%	53 42%	8 21%	85 32%	73 47% IJ	65 31%	101 42% L
Personalization delivered through Website	158 35%	107 36%	63 42% D	44 29%	51 33%	53 48%	106 32%	52 41%	4 11%	74 28%	80 52% IJ	47 22%	111 46% L
Personalization delivered through Mobile Applications	148 33%	101 34%	64 43% DE	37 25%	47 31%	42 38%	90 28%	58 46% G	6 16%	69 26%	73 47% IJ	43 20%	105 43% L
Rules-based recommendations	128 28%	84 28%	57 38% D	27 18%	44 29% D	31 28%	77 24%	51 40% G	2 5%	58 22% I	68 44% IJ	32 15%	96 40% L
Business rules-based offers	121 27%	83 28%	58 39% DE	25 17%	38 25%	32 29%	73 22%	48 38% G	4 11%	53 20%	64 42% IJ	36 17%	85 35% L
Personalization delivered through smart device/sensor data (IoT)	116 26%	76 25%	55 37% DE	21 14%	40 26% D	37 34%	69 21%	47 37% G	2 5%	51 19% I	63 41% IJ	21 10%	95 39% L
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	115 25%	81 27%	58 39% DE	23 15%	34 22%	32 29%	76 23%	39 31%	2 5%	44 17%	69 45% IJ	19 9%	96 40% L
Personalization delivered through Clienteling Application	114 25%	76 25%	52 35% D	24 16%	38 25%	36 33%	70 21%	44 35% G	7 18%	46 18%	61 40% IJ	31 15%	83 34% L
Predictive modeling-based recommendations	112 25%	84 28% E	56 37% DE	28 19%	28 18%	32 29%	71 22%	41 32% G	7 18%	51 19%	54 35% J	24 11%	88 36% L
Artificial Intelligence/Machine Learning (ML) based recommendations	110 24%	80 27%	52 35% DE	28 19%	30 19%	33 30%	63 19%	47 37% G	5 13%	55 21%	50 32% IJ	21 10%	89 37% L
A/B multivariate testing	92 20%	64 21%	36 24%	28 19%	28 18%	29 26%	49 15%	43 34% G	7 18%	43 16%	42 27% J	25 12%	67 28% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_1. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

1. Rules-based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	83 18%	56 19%	18 12%	38 25% C	27 18%	16 15%	70 21% H	13 10%	14 37% JK	47 18%	22 14%	55 26% M	28 12%
Not currently using nor planning to use in the next 12 months	28 6%	18 6%	7 5%	11 7%	10 6%	5 5%	24 7%	4 3%	5 13%	15 6%	8 5%	21 10% M	7 3%
Not currently using but plan to use in the next 12 months	55 12%	38 13%	11 7%	27 18% C	17 11%	11 10%	46 14% H	9 7%	9 24% K	32 12%	14 9%	34 16% M	21 9%
Currently beta testing	58 13%	38 13%	16 11%	22 15%	20 13%	14 13%	42 13%	16 13%	3 8%	35 13%	20 13%	28 13%	30 12%
CURRENTLY USING (NET)	286 63%	187 62%	109 73% D	78 52%	99 64% D	77 70%	190 58%	96 76% G	19 50%	159 61%	108 70% I	115 54%	171 71% L
Currently using with some success	158 35%	103 34%	52 35%	51 34%	55 36%	46 42%	113 35%	45 35%	17 45% K	101 39% K	40 26%	83 39%	75 31%
Currently using with great success	128 28%	84 28%	57 38% D	27 18%	44 29% D	31 28%	77 24%	51 40% G	2 5%	58 22% I	68 44% IJ	32 15%	96 40% L
Not sure	27 6%	19 6%	7 5%	12 8%	8 5%	3 3%	25 8% H	2 2%	2 5%	21 8% K	4 3%	14 7%	13 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_2. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

2. Predictive modeling-based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	85 19%	58 19%	19 13%	39 26% C	27 18%	13 12%	69 21% H	16 13%	15 39% JK	50 19%	20 13%	59 28% M	26 11%
Not currently using nor planning to use in the next 12 months	28 6%	19 6%	6 4%	13 9%	9 6%	5 5%	23 7%	5 4%	9 24% JK	12 5%	7 5%	21 10% M	7 3%
Not currently using but plan to use in the next 12 months	57 13%	39 13%	13 9%	26 17% C	18 12%	8 7%	46 14%	11 9%	6 16%	38 15%	13 8%	38 18% M	19 8%
Currently beta testing	72 16%	46 15%	16 11%	30 20% C	26 17%	16 15%	58 18%	14 11%	7 18%	44 17%	21 14%	41 19%	31 13%
CURRENTLY USING (NET)	279 61%	183 61%	110 73% DE	73 49%	96 62% D	77 70%	182 56%	97 76% G	16 42%	154 59%	109 71% IJ	106 50%	173 71% L
Currently using with some success	167 37%	99 33%	54 36%	45 30%	68 44% DB	45 41%	111 34%	56 44% G	9 24%	103 39%	55 36%	82 39%	85 35%
Currently using with great success	112 25%	84 28% E	56 37% DE	28 19%	28 18%	32 29%	71 22%	41 32% G	7 18%	51 19%	54 35% J	24 11%	88 36% L
Not sure	18 4%	13 4%	5 3%	8 5%	5 3%	4 4%	18 6% H	-	-	14 5%	4 3%	6 3%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_3. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

3. Artificial Intelligence/Machine Learning (ML) based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	113 25%	71 24%	26 17%	45 30% C	42 27% C	25 23%	96 29% H	17 13%	18 47% JK	67 26%	28 18%	74 35% M	39 16%
Not currently using nor planning to use in the next 12 months	45 10%	29 10%	7 5%	22 15% C	16 10%	11 10%	38 12%	7 6%	10 26% JK	24 9%	11 7%	32 15% M	13 5%
Not currently using but plan to use in the next 12 months	68 15%	42 14%	19 13%	23 15%	26 17%	14 13%	58 18% H	10 8%	8 21%	43 16%	17 11%	42 20% M	26 11%
Currently beta testing	87 19%	63 21%	24 16%	39 26% CE	24 16%	26 24%	67 20%	20 16%	8 21%	48 18%	31 20%	42 20%	45 19%
CURRENTLY USING (NET)	231 51%	152 51%	96 64% DE	56 37%	79 51% D	57 52%	144 44%	87 69% G	9 24%	129 49% I	93 60% IJ	79 37%	152 63% L
Currently using with some success	121 27%	72 24%	44 29% D	28 19%	49 32% D	24 22%	81 25%	40 31%	4 11%	74 28% I	43 28% I	58 27%	63 26%
Currently using with great success	110 24%	80 27%	52 35% DE	28 19%	30 19%	33 30%	63 19%	47 37% G	5 13%	55 21%	50 32% IJ	21 10%	89 37% L
Not sure	23 5%	14 5%	4 3%	10 7%	9 6%	2 2%	20 6%	3 2%	3 8% K	18 7% K	2 1%	17 8% M	6 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_4. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

4. Personalization delivered through Mobile Applications

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	51 11%	31 10%	8 5%	23 15% C	20 13% C	8 7%	43 13% H	8 6%	12 32% JK	27 10%	12 8%	32 15% M	19 8%
Not currently using nor planning to use in the next 12 months	17 4%	11 4%	3 2%	8 5%	6 4%	5 5%	16 5% H	1 1%	5 13% JK	7 3%	5 3%	12 6% M	5 2%
Not currently using but plan to use in the next 12 months	34 7%	20 7%	5 3%	15 10% C	14 9% C	3 3%	27 8%	7 6%	7 18% JK	20 8%	7 5%	20 9%	14 6%
Currently beta testing	75 17%	54 18%	19 13%	35 23% CE	21 14%	17 15%	55 17%	20 16%	10 26% K	45 17%	20 13%	43 20% M	32 13%
CURRENTLY USING (NET)	312 69%	203 68%	117 78% D	86 57%	109 71% D	85 77%	214 65%	98 77% G	16 42%	175 67% I	121 79% IJ	129 61%	183 76% L
Currently using with some success	164 36%	102 34%	53 35%	49 33%	62 40%	43 39%	124 38%	40 31%	10 26%	106 40%	48 31%	86 41%	78 32%
Currently using with great success	148 33%	101 34%	64 43% DE	37 25%	47 31%	42 38%	90 28%	58 46% G	6 16%	69 26%	73 47% IJ	43 20%	105 43% L
Not sure	16 4%	12 4%	6 4% F	6 4%	4 3%	-	15 5% H	1 1%	-	15 6% K	1 1%	8 4%	8 3%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_5. Which of the following personalization tactics does your company use or plan to use in the next 12 months?
 5. Personalization delivered through smart device/sensor data (IoT)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	103 23%	69 23%	19 13%	50 33% CE	34 22% C	20 18%	84 26% H	19 15%	18 47% JK	60 23%	25 16%	65 31% M	38 16%
Not currently using nor planning to use in the next 12 months	37 8%	24 8%	5 3%	19 13% C	13 8%	10 9%	32 10% H	5 4%	10 26% JK	20 8%	7 5%	26 12% M	11 5%
Not currently using but plan to use in the next 12 months	66 15%	45 15%	14 9%	31 21% C	21 14%	10 9%	52 16%	14 11%	8 21%	40 15%	18 12%	39 18% M	27 11%
Currently beta testing	83 18%	54 18%	25 17%	29 19%	29 19%	14 13%	65 20%	18 14%	6 16%	49 19%	28 18%	47 22% M	36 15%
CURRENTLY USING (NET)	248 55%	161 54%	99 66% D	62 41%	87 56% D	70 64%	161 49%	87 69% G	13 34%	136 52% I	99 64% IJ	90 42%	158 65% L
Currently using with some success	132 29%	85 28%	44 29%	41 27%	47 31%	33 30%	92 28%	40 31%	11 29%	85 32%	36 23%	69 33%	63 26%
Currently using with great success	116 26%	76 25%	55 37% DE	21 14%	40 26% D	37 34%	69 21%	47 37% G	2 5%	51 19% I	63 41% IJ	21 10%	95 39% L
Not sure	20 4%	16 5%	7 5%	9 6%	4 3%	6 5%	17 5%	3 2%	1 3%	17 6% K	2 1%	10 5%	10 4%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_6. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

6. Personalization delivered through Clienteling Application

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	88 19%	56 19%	17 11%	39 26% C	32 21% C	18 16%	73 22% H	15 12%	14 37% JK	50 19%	24 16%	52 25% M	36 15%
Not currently using nor planning to use in the next 12 months	35 8%	20 7%	8 5%	12 8%	15 10%	7 6%	28 9%	7 6%	3 8%	18 7%	14 9%	18 8%	17 7%
Not currently using but plan to use in the next 12 months	53 12%	36 12%	9 6%	27 18% C	17 11%	11 10%	45 14% H	8 6%	11 29% JK	32 12%	10 6%	34 16% M	19 8%
Currently beta testing	78 17%	54 18%	22 15%	32 21%	24 16%	10 9%	65 20% H	13 10%	10 26% K	49 19%	19 12%	47 22% M	31 13%
CURRENTLY USING (NET)	269 59%	174 58%	107 71% D	67 45%	95 62% D	73 66%	170 52%	99 78% G	12 32%	147 56% I	110 71% IJ	106 50%	163 67% L
Currently using with some success	155 34%	98 33%	55 37%	43 29%	57 37%	37 34%	100 31%	55 43% G	5 13%	101 39% I	49 32% I	75 35%	80 33%
Currently using with great success	114 25%	76 25%	52 35% D	24 16%	38 25%	36 33%	70 21%	44 35% G	7 18%	46 18%	61 40% IJ	31 15%	83 34% L
Not sure	19 4%	16 5%	4 3%	12 8% CE	3 2%	9 8% C	19 6% H	-	2 5% K	16 6% K	1 1%	7 3%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_7. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

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7. Personalization delivered through Website

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	45 10%	34 11%	17 11%	17 11%	11 7%	7 6%	38 12%	7 6%	10 26% JK	27 10%	8 5%	28 13% M	17 7%
Not currently using nor planning to use in the next 12 months	15 3%	9 3%	6 4%	3 2%	6 4%	5 5%	14 4%	1 1%	4 11% JK	9 3%	2 1%	9 4%	6 2%
Not currently using but plan to use in the next 12 months	30 7%	25 8% E	11 7% F	14 9% E	5 3%	2 2%	24 7%	6 5%	6 16% K	18 7%	6 4%	19 9%	11 5%
Currently beta testing	51 11%	40 13% E	11 7%	29 19% CE	11 7%	6 5%	36 11%	15 12%	10 26% JK	34 13% K	7 5%	38 18% M	13 5%
CURRENTLY USING (NET)	346 76%	217 72%	118 79% D	99 66% D	129 84% DB	95 86%	243 74%	103 81%	16 42%	192 73% I	138 90% J	138 65%	208 86% L
Currently using with some success	188 41%	110 37%	55 37%	55 37%	78 51% CDB	42 38%	137 42%	51 40%	12 32%	118 45%	58 38%	91 43%	97 40%
Currently using with great success	158 35%	107 36%	63 42% D	44 29%	51 33%	53 48%	106 32%	52 41%	4 11%	74 28% I	80 52% J	47 22%	111 46% L
Not sure	12 3%	9 3%	4 3%	5 3%	3 2%	2 2%	10 3%	2 2%	2 5% K	9 3%	1 1%	8 4%	4 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_8. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

8. Using preference/loyalty data to personalize

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	54 12%	32 11%	13 9%	19 13%	22 14%	9 8%	42 13%	12 9%	10 26% JK	36 14% K	8 5%	30 14%	24 10%
Not currently using nor planning to use in the next 12 months	14 3%	8 3%	4 3%	4 3%	6 4%	4 4%	11 3%	3 2%	3 8% K	9 3%	2 1%	8 4%	6 2%
Not currently using but plan to use in the next 12 months	40 9%	24 8%	9 6%	15 10%	16 10%	5 5%	31 9%	9 7%	7 18% K	27 10% K	6 4%	22 10%	18 7%
Currently beta testing	59 13%	38 13%	15 10%	23 15%	21 14%	10 9%	41 13%	18 14%	12 32% JK	28 11%	19 12%	38 18% M	21 9%
CURRENTLY USING (NET)	328 72%	220 73%	120 80% DE	100 67%	108 70%	90 82%	234 72%	94 74%	15 39%	187 71% I	126 82% IJ	138 65%	190 79% L
Currently using with some success	162 36%	106 35%	51 34%	55 37%	56 36%	50 45%	121 37%	41 32%	7 18%	102 39% I	53 34%	73 34%	89 37%
Currently using with great success	166 37%	114 38%	69 46% DE	45 30%	52 34%	40 36%	113 35%	53 42%	8 21%	85 32%	73 47% IJ	65 31%	101 42% L
Not sure	13 3%	10 3%	2 1%	8 5%	3 2%	1 1%	10 3%	3 2%	1 3%	11 4% K	1 1%	6 3%	7 3%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_9. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

9. Using real-time data based on location, behavior, sentiment, weather, etc. to personalize

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	69 15%	49 16%	18 12%	31 21% C	20 13%	18 16%	56 17%	13 10%	13 34% JK	45 17% K	11 7%	44 21% M	25 10%
Not currently using nor planning to use in the next 12 months	24 5%	17 6%	5 3%	12 8%	7 5%	5 5%	21 6%	3 2%	5 13% K	15 6%	4 3%	12 6%	12 5%
Not currently using but plan to use in the next 12 months	45 10%	32 11%	13 9%	19 13% C	13 8% C	13 12%	35 11%	10 8%	8 21% K	30 11% K	7 5%	32 15% M	13 5%
Currently beta testing	68 15%	41 14%	14 9%	27 18% C	27 18% C	13 12%	50 15%	18 14%	5 13%	41 16%	22 14%	40 19% M	28 12%
CURRENTLY USING (NET)	296 65%	194 65%	112 75% D	82 55% D	102 66% D	76 69%	202 62%	94 74% G	19 50%	159 61%	118 77% IJ	119 56%	177 73% L
Currently using with some success	181 40%	113 38%	54 36%	59 39%	68 44%	44 40%	126 39%	55 43%	17 45%	115 44% K	49 32%	100 47% M	81 33%
Currently using with great success	115 25%	81 27%	58 39% DE	23 15%	34 22%	32 29%	76 23%	39 31%	2 5%	44 17%	69 45% IJ	19 9%	96 40% L
Not sure	21 5%	16 5%	6 4%	10 7%	5 3%	3 3%	19 6%	2 2%	1 3%	17 6% K	3 2%	9 4%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_10. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

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10. A/B multivariate testing

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	112 25%	68 23%	26 17%	42 28% C	44 29% C	19 17%	92 28% H	20 16%	14 37% K	70 27% K	28 18%	68 32% M	44 18%
Not currently using nor planning to use in the next 12 months	46 10%	30 10%	10 7%	20 13%	16 10%	8 7%	39 12% H	7 6%	8 21% K	27 10%	11 7%	30 14% M	16 7%
Not currently using but plan to use in the next 12 months	66 15%	38 13%	16 11%	22 15%	28 18%	11 10%	53 16%	13 10%	6 16%	43 16%	17 11%	38 18%	28 12%
Currently beta testing	87 19%	64 21%	28 19%	36 24% E	23 15%	20 18%	66 20%	21 17%	5 13%	49 19%	33 21%	42 20%	45 19%
CURRENTLY USING (NET)	205 45%	131 44%	81 54% D	50 33%	74 48% D	53 48%	120 37%	85 67% G	17 45%	105 40%	83 54% J	74 35%	131 54% L
Currently using with some success	113 25%	67 22%	45 30% D	22 15%	46 30% D	24 22%	71 22%	42 33% G	10 26%	62 24%	41 27%	49 23%	64 26%
Currently using with great success	92 20%	64 21%	36 24%	28 19%	28 18%	29 26%	49 15%	43 34% G	7 18%	43 16%	42 27% J	25 12%	67 28% L
Not sure	50 11%	37 12%	15 10%	22 15%	13 8%	18 16%	49 15% H	1 1%	2 5%	38 15% K	10 6%	28 13%	22 9%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_11. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

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 Table 93

11. Business rules-based offers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	77 17%	45 15%	15 10%	30 20% C	32 21% C	16 15%	66 20% H	11 9%	12 32% JK	47 18%	18 12%	49 23% M	28 12%
Not currently using nor planning to use in the next 12 months	26 6%	18 6%	5 3%	13 9%	8 5%	8 7%	23 7%	3 2%	4 11%	14 5%	8 5%	17 8%	9 4%
Not currently using but plan to use in the next 12 months	51 11%	27 9%	10 7%	17 11%	24 16% CB	8 7%	43 13% H	8 6%	8 21% K	33 13% K	10 6%	32 15% M	19 8%
Currently beta testing	72 16%	51 17%	16 11%	35 23% CE	21 14%	8 7%	56 17%	16 13%	6 16%	49 19% K	17 11%	38 18%	34 14%
CURRENTLY USING (NET)	273 60%	180 60%	112 75% DE	68 45%	93 60% D	81 74%	174 53%	99 78% G	18 47%	143 55%	112 73% IJ	109 51%	164 68% L
Currently using with some success	152 33%	97 32%	54 36%	43 29%	55 36%	49 45%	101 31%	51 40%	14 37%	90 34%	48 31%	73 34%	79 33%
Currently using with great success	121 27%	83 28%	58 39% DE	25 17%	38 25%	32 29%	73 22%	48 38% G	4 11%	53 20%	64 42% IJ	36 17%	85 35% L
Not sure	32 7%	24 8%	7 5%	17 11% C	8 5%	5 5%	31 9% H	1 1%	2 5%	23 9%	7 5%	16 8%	16 7%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q215. How has your Machine Learning (ML) strategy evolved over the past 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
ML STRATEGY HAS EVOLVED (NET)	399 88%	259 86%	134 89%	125 83%	140 91% D	103 94%	275 84%	124 98% G	27 71%	229 87% I	143 93%	177 83%	222 92% L
We are evaluating more potential uses	186 41%	118 39%	67 45%	51 34%	68 44%	53 48%	119 36%	67 53% G	19 50%	105 40%	62 40%	88 42%	98 40%
We are putting ML in place to optimize profit	151 33%	103 34%	60 40% D	43 29%	48 31%	35 32%	102 31%	49 39%	8 21%	79 30%	64 42% J	61 29%	90 37%
We are running multiple experiments/ proofs of concepts	145 32%	97 32%	54 36%	43 29%	48 31%	38 35%	89 27%	56 44% G	12 32%	74 28%	59 38% J	59 28%	86 36%
We are putting ML in place to drive down costs	125 28%	89 30%	51 34% E	38 25%	36 23%	31 28%	87 27%	38 30%	5 13%	74 28% I	46 30% I	55 26%	70 29%
We are putting ML in place to drive revenue in multiple channels	113 25%	71 24%	44 29% D	27 18%	42 27%	23 21%	82 25%	31 24%	8 21%	67 26%	38 25%	46 22%	67 28%
We are putting ML in place to drive revenue in one channel	102 22%	63 21%	31 21%	32 21%	39 25%	26 24%	70 21%	32 25%	7 18%	57 22%	38 25%	40 19%	62 26%
Other, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
N/A - it has stayed pretty much the same.	29 6%	23 8%	9 6%	14 9%	6 4%	3 3%	28 9% H	1 1%	4 11%	18 7%	7 5%	17 8%	12 5%
N/A - we do not have a specific ML strategy in place.	26 6%	18 6%	7 5%	11 7%	8 5%	4 4%	24 7% H	2 2%	7 18% JK	15 6%	4 3%	18 8% M	8 3%
Sigma	877 193%	582 194%	323 215%	259 173%	295 192%	213 194%	601 184%	276 217%	70 184%	489 187%	318 206%	384 181%	493 204%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q217. What, if anything, is preventing your company from building or expanding its ML capabilities? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	372 82%	236 79%	126 84% D	110 73%	136 88% DB	100 91%	256 78%	116 91% G	36 95% JK	214 82%	122 79%	194 92% M	178 74%
Lack of skilled resources/data scientists	135 30%	86 29%	49 33%	37 25%	49 32%	28 25%	86 26%	49 39% G	17 45% J	74 28%	44 29%	65 31%	70 29%
Lack of funding	124 27%	74 25%	43 29%	31 21%	50 32% D	36 33%	92 28%	32 25%	17 45% JK	73 28%	34 22%	76 36% M	48 20%
Lack of executive buy-in	115 25%	77 26%	39 26%	38 25%	38 25%	23 21%	74 23%	41 32% G	15 39% J	61 23%	39 25%	58 27%	57 24%
Technology is too complex or too immature	105 23%	71 24%	41 27%	30 20%	34 22%	34 31%	64 20%	41 32% G	7 18%	60 23%	38 25%	51 24%	54 22%
Other competing priorities that we are focused on that are higher priority	92 20%	56 19%	28 19%	28 19%	36 23%	38 35% C	58 18%	34 27% G	12 32%	53 20%	27 18%	47 22%	45 19%
Unable to prove the business value	91 20%	57 19%	40 27% D	17 11%	34 22% D	28 25%	48 15%	43 34% G	10 26%	49 19%	32 21%	43 20%	48 20%
Can't see a compelling reason to build or expand at this time	72 16%	48 16%	28 19%	20 13%	24 16%	13 12%	45 14%	27 21%	8 21%	40 15%	24 16%	40 19%	32 13%
Other, please specify	1 *	1 *	1 1%	-	-	-	1 *	-	-	1 *	-	-	1 *
Nothing	68 15%	52 17%	21 14% F	31 21% E	16 10%	6 5%	58 18% H	10 8%	1 3%	39 15% I	28 18% I	13 6%	55 23% L
Not sure	14 3%	12 4%	3 2%	9 6% E	2 1%	4 4%	13 4%	1 1%	1 3%	9 3%	4 3%	5 2%	9 4%
Sigma	817 180%	534 178%	293 195%	241 161%	283 184%	210 191%	539 165%	278 219%	88 232%	459 175%	270 175%	398 188%	419 173%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q220. In what ways, if any, is your existing MarTech (marketing technology) stack preventing you from managing an omnichannel customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	389 86%	250 83%	128 85%	122 81%	139 90% DB	105 95% C	269 82%	120 94% G	37 97% JK	225 86%	127 82%	197 93% M	192 79%
Integrations are costly and labor intensive to manage	130 29%	88 29%	48 32%	40 27%	42 27%	43 39%	93 28%	37 29%	13 34%	81 31%	36 23%	77 36% M	53 22%
There is a lack of data integration between different MarTech systems	125 28%	80 27%	52 35% D	28 19%	45 29% D	42 38%	74 23%	51 40% G	14 37%	70 27%	41 27%	62 29%	63 26%
Some channels lag the customer cadence (i.e. are not real-time, not contextually aware)	121 27%	74 25%	42 28%	32 21%	47 31%	37 34%	81 25%	40 31%	12 32%	65 25%	44 29%	56 26%	65 27%
Unable to deliver innovative customer journeys with existing technology	110 24%	69 23%	40 27% F	29 19%	41 27%	15 14%	75 23%	35 28%	13 34%	64 24%	33 21%	57 27%	53 22%
We are using a marketing cloud that is a closed, self-contained system	109 24%	72 24%	44 29% D	28 19%	37 24%	31 28%	65 20%	44 35% G	10 26%	61 23%	38 25%	47 22%	62 26%
We have highly specialized applications that can't be replaced	107 24%	71 24%	37 25%	34 23%	36 23%	22 20%	62 19%	45 35% G	9 24%	50 19%	48 31% J	41 19%	66 27% L
Data is siloed by channel	76 17%	52 17%	28 19%	24 16%	24 16%	36 33% C	42 13%	34 27% G	12 32% JK	38 15%	26 17%	38 18%	38 16%
Other, please specify	-	-	-	-	-	1 1%	-	-	-	-	-	-	-
None	65 14%	50 17% E	22 15% F	28 19% E	15 10%	5 5%	58 18% H	7 6%	1 3%	37 14% I	27 18% I	15 7%	50 21% L
Sigma	843 186%	556 185%	313 209%	243 162%	287 186%	232 211%	550 168%	293 231%	84 221%	466 178%	293 190%	393 185%	450 186%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
1	8 2%	6 2%	2 1%	4 3%	2 1%	2 2%	8 2%	-	-	4 2%	4 3%	4 2%	4 2%
2	28 6%	20 7%	9 6%	11 7%	8 5%	9 8%	28 9% H	-	4 11%	13 5%	11 7%	11 5%	17 7%
3-5	101 22%	73 24%	35 23%	38 25%	28 18%	31 28%	101 31% H	-	12 32%	56 21%	33 21%	54 25%	47 19%
6-9	44 10%	23 8%	13 9%	10 7%	21 14% DB	6 5%	44 13% H	-	4 11%	31 12% K	9 6%	26 12%	18 7%
10-15	43 9%	25 8%	19 13% D	6 4%	18 12% D	8 7%	-	43 34% G	4 11%	24 9%	15 10%	19 9%	24 10%
16-20	21 5%	12 4%	6 4%	6 4%	9 6%	4 4%	-	21 17% G	3 8%	9 3%	9 6%	11 5%	10 4%
21+	63 14%	42 14%	28 19% D	14 9%	21 14%	20 18%	-	63 50% G	4 11%	24 9%	35 23% J	21 10%	42 17% L
Not sure	146 32%	99 33%	38 25%	61 41% C	47 31%	30 27%	146 45% H	-	7 18%	101 39% IK	38 25%	66 31%	80 33%
MEAN	9.7	8.5	9.5	7.2	11.9 DB	7.4	4.3	19.8 G	9.3	9.4	10.4	9.6	9.8
STD. DEV.	9.43	8.38	9.17	7.22	10.66	8.32	2.02	9.37	9.40	9.15	9.95	9.26	9.63
STD. ERR.	0.56	0.63	0.95	0.80	1.05	1.04	0.15	0.95	1.72	0.73	1.03	0.78	0.82
MEDIAN	7	6	7	5	9	5	4	20	5	6	10	6	8
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?

Base: Those Who Know The Number Of Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
1	8 3%	6 3%	2 2%	4 4%	2 2%	2 3%	8 4%	-	-	4 2%	4 3%	4 3%	4 2%
2	28 9%	20 10%	9 8%	11 12%	8 7%	9 11%	28 15%	-	4 13%	13 8%	11 9%	11 8%	17 10%
3-5	101 33%	73 36%	35 31%	38 43%	28 26%	31 39%	101 56%	-	12 39%	56 35%	33 28%	54 37%	47 29%
6-9	44 14%	23 11%	13 12%	10 11%	21 20%	6 8%	44 24%	-	4 13%	31 19%	9 8%	26 18%	18 11%
10-15	43 14%	25 12%	19 17%	6 7%	18 17%	8 10%	-	43 34%	4 13%	24 15%	15 13%	19 13%	24 15%
16-20	21 7%	12 6%	6 5%	6 7%	9 8%	4 5%	-	21 17%	3 10%	9 6%	9 8%	11 8%	10 6%
21+	63 20%	42 21%	28 25%	14 16%	21 20%	20 25%	-	63 50%	4 13%	24 15%	35 30%	21 14%	42 26%
MEAN	9.7	8.5	9.5	7.2	11.9 DB	7.4	4.3	19.8 G	9.3	9.4	10.4	9.6	9.8
STD. DEV.	9.43	8.38	9.17	7.22	10.66	8.32	2.02	9.37	9.40	9.15	9.95	9.26	9.63
STD. ERR.	0.56	0.63	0.95	0.80	1.05	1.04	0.15	0.95	1.72	0.73	1.03	0.78	0.82
MEDIAN	7	6	7	5	9	5	4	20	5	6	10	6	8
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q230. You mentioned that your company currently has ... customer engagement systems deployed. In your opinion, is this number, too few, too many, or just the right amount?

Base: Knows # Of Customer Engagement Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Too few	75 24%	55 27%	28 25%	27 30%	20 19%	30 38%	40 22%	35 28%	9 29%	36 22%	30 26%	38 26%	37 23%
Just right	191 62%	120 60%	65 58%	55 62%	71 66%	38 48%	122 67% H	69 54%	8 26%	108 67% I	75 65% J	79 54%	112 69% L
Too many	42 14%	26 13%	19 17%	7 8%	16 15%	12 15%	19 10%	23 18%	14 45% JK	17 11%	11 9%	29 20% M	13 8%
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q232. You mentioned that the number of customer engagement systems is too few / too many. What would be the ideal number of systems?

Base: Number Of Systems Is Too Few Or Too Many

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	117	81*	47*	34*	36*	42*	59*	58*	23**	53*	41*	67*	50*
Weighted Base	117	81*	47*	34*	36*	42*	59*	58*	23**	53*	41*	67*	50*
1	9 8%	7 9%	5 11%	2 6%	2 6%	5 12%	8 14% H	1 2%	4 17%	4 8%	1 2%	9 13% M	-
2	4 3%	2 2%	1 2%	1 3%	2 6%	1 2%	4 7% H	-	2 9%	1 2%	1 2%	4 6%	-
3-5	17 15%	12 15%	5 11%	7 21%	5 14%	9 21%	13 22% H	4 7%	5 22%	9 17%	3 7%	12 18%	5 10%
6-9	16 14%	12 15%	4 9%	8 24%	4 11%	3 7%	13 22% H	3 5%	4 17%	10 19% K	2 5%	11 16%	5 10%
10+	59 50%	42 52%	27 57%	15 44%	17 47%	22 52%	16 27% H	43 74% G	7 30%	20 38%	32 78% J	24 36%	35 70% L
Not sure	12 10%	6 7%	5 11%	1 3%	6 17%	2 5%	5 8%	7 12%	1 4%	9 17%	2 5%	7 10%	5 10%
MEAN	19.3	20.8	23.3	17.6	15.4	26.0	7.4	31.8 G	10.3	14.5	29.7 J	13.4	27.0 L
STD. DEV.	18.97	19.89	20.50	18.91	16.09	23.50	7.44	19.37	13.36	15.82	20.43	15.88	20.08
STD. ERR.	1.85	2.30	3.16	3.29	2.94	3.72	1.01	2.71	2.85	2.39	3.27	2.05	2.99
MEDIAN	10	10	15	8	10	10	6	35	6	8	35	8	15
Sigma	117 100%	81 100%	47 100%	34 100%	36 100%	42 100%	59 100%	58 100%	23 100%	53 100%	41 100%	67 100%	50 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q233. Ideal Number of Systems [Among all respondents]

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	296	195	107	88*	101	78*	176	120	30*	152	114	139	157
Weighted Base	296	195	107	88*	101	78*	176	120	30*	152	114	139	157
1	15 5%	11 6%	6 6%	5 6%	4 4%	7 9%	14 8% H	1 1%	4 13% K	7 5%	4 4%	12 9% M	3 2%
2	26 9%	17 9%	9 8%	8 9%	9 9%	5 6%	26 15% H	-	3 10%	11 7%	12 11%	10 7%	16 10%
3-5	81 27%	58 30%	27 25%	31 35%	23 23%	27 35%	77 44% H	4 3%	7 23%	48 32%	26 23%	39 28%	42 27%
6-9	46 16%	27 14%	13 12%	14 16%	19 19%	6 8%	43 24% H	3 3%	6 20% K	32 21% K	8 7%	29 21% M	17 11%
10+	128 43%	82 42%	52 49% D	30 34%	46 46%	33 42%	16 9%	112 93% G	10 33%	54 36%	64 56% J	49 35%	79 50% L
MEAN	12.7	13.4	14.9	11.6	11.4	14.6	5.2	25.2 G	8.3	10.4	17.1 J	10.6	14.7 L
STD. DEV.	14.08	15.46	16.27	14.33	11.00	17.55	4.70	15.49	8.24	11.58	17.16	11.69	15.75
STD. ERR.	0.84	1.14	1.63	1.55	1.11	2.08	0.35	1.50	1.53	0.95	1.67	1.01	1.29
MEDIAN	8	6	8	6	9	6	4	23	6	6	10	6	10
Sigma	296 100%	195 100%	107 100%	88 100%	101 100%	78 100%	176 100%	120 100%	30 100%	152 100%	114 100%	139 100%	157 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. *small base

Q235. How well do your current customer engagement systems enable you to do the following?

SUMMARY TABLE OF VERY WELL (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalize the customer experience	170 37%	116 39%	73 49% DE	43 29%	54 35%	44 40%	114 35%	56 44%	4 11%	75 29% I	91 59% J	40 19%	130 54% L
Provide and access data in real time	166 37%	117 39%	67 45% DE	50 33%	49 32%	46 42%	113 35%	53 42%	4 11%	73 28% I	89 58% J	38 18%	128 53% L
Aggregate customer data	165 36%	114 38%	68 45% DE	46 31%	51 33%	44 40%	107 33%	58 46% G	5 13%	75 29% I	85 55% J	36 17%	129 53% L
Provide an up to date view of the customer	165 36%	120 40% E	72 48% DE	48 32%	45 29%	55 50%	110 34%	55 43%	3 8%	80 31% I	82 53% J	43 20%	122 50% L
Provide a consistent experience across all interaction touchpoints	163 36%	125 42% E	73 49% DE	52 35%	38 25%	42 38%	106 32%	57 45% G	4 11%	72 27% I	87 56% J	29 14%	134 55% L
Provide actionable insights	147 32%	103 34%	61 41% DE	42 28%	44 29%	40 36%	93 28%	54 43% G	5 13%	71 27% I	71 46% J	29 14%	118 49% L
Understand the customer's context in terms of previous journey stages	146 32%	96 32%	63 42% D	33 22%	50 32% D	34 31%	92 28%	54 43% G	6 16%	59 23% I	81 53% J	29 14%	117 48% L
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	144 32%	101 34%	64 43% DEF	37 25%	43 28%	27 25%	92 28%	52 41% G	3 8%	62 24% I	79 51% J	26 12%	118 49% L
Resolve customer identities across devices and/or data sources	143 31%	97 32%	63 42% DE	34 23%	46 30%	37 34%	83 25%	60 47% G	3 8%	63 24% I	77 50% J	29 14%	114 47% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235. How well do your current customer engagement systems enable you to do the following?

SUMMARY TABLE OF VERY / SOMEWHAT WELL (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalize the customer experience	404 89%	265 88%	135 90%	130 87%	139 90%	94 85%	292 89%	112 88%	21 55%	235 90%	148 96%	169 80%	235 97%
Provide actionable insights	401 88%	270 90%	136 91%	134 89%	131 85%	89 81%	288 88%	113 89%	24 63%	233 89%	144 94%	166 78%	235 97%
Provide and access data in real time	400 88%	267 89%	134 89%	133 89%	133 86%	96 87%	286 87%	114 90%	23 61%	235 90%	142 92%	161 76%	239 99%
Aggregate customer data	399 88%	266 89%	138 92%	128 85%	133 86%	93 85%	291 89%	108 85%	23 61%	230 88%	146 95%	164 77%	235 97%
Understand the customer's context in terms of previous journey stages	394 87%	255 85%	131 87%	124 83%	139 90%	90 82%	280 86%	114 90%	27 71%	224 85%	143 93%	163 77%	231 95%
Provide a consistent experience across all interaction touchpoints	392 86%	263 88%	129 86%	134 89%	129 84%	90 82%	284 87%	108 85%	21 55%	226 86%	145 94%	159 75%	233 96%
Provide an up to date view of the customer	390 86%	255 85%	127 85%	128 85%	135 88%	99 90%	277 85%	113 89%	24 63%	220 84%	146 95%	160 75%	230 95%
Resolve customer identities across devices and/or data sources	384 85%	256 85%	129 86%	127 85%	128 83%	92 84%	268 82%	116 91%	19 50%	224 85%	141 92%	153 72%	231 95%
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	375 83%	248 83%	126 84%	122 81%	127 82%	85 77%	263 80%	112 88%	20 53%	215 82%	140 91%	145 68%	230 95%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235. How well do your current customer engagement systems enable you to do the following?
SUMMARY TABLE OF NOT AT ALL / NOT VERY WELL (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	79 17%	52 17%	24 16%	28 19%	27 18%	25 23%	64 20%	15 12%	18 47% JK	47 18% K	14 9%	67 32% M	12 5%
Resolve customer identities across devices and/or data sources	70 15%	44 15%	21 14%	23 15%	26 17%	18 16%	59 18% H	11 9%	19 50% JK	38 15%	13 8%	59 28% M	11 5%
Provide an up to date view of the customer	64 14%	45 15%	23 15%	22 15%	19 12%	11 10%	50 15%	14 11%	14 37% JK	42 16% K	8 5%	52 25% M	12 5%
Provide a consistent experience across all interaction touchpoints	62 14%	37 12%	21 14%	16 11%	25 16%	20 18%	43 13%	19 15%	17 45% JK	36 14% K	9 6%	53 25% M	9 4%
Understand the customer's context in terms of previous journey stages	60 13%	45 15%	19 13%	26 17%	15 10%	20 18%	47 14%	13 10%	11 29% JK	38 15% K	11 7%	49 23% M	11 5%
Aggregate customer data	55 12%	34 11%	12 8%	22 15%	21 14%	17 15%	36 11%	19 15%	15 39% JK	32 12% K	8 5%	48 23% M	7 3%
Provide and access data in real time	54 12%	33 11%	16 11%	17 11%	21 14%	14 13%	41 13%	13 10%	15 39% JK	27 10%	12 8%	51 24% M	3 1%
Provide actionable insights	53 12%	30 10%	14 9%	16 11%	23 15%	21 19% C	39 12%	14 11%	14 37% JK	29 11%	10 6%	46 22% M	7 3%
Personalize the customer experience	50 11%	35 12%	15 10%	20 13%	15 10%	16 15%	35 11%	15 12%	17 45% JK	27 10% K	6 4%	43 20% M	7 3%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_1. How well do your current customer engagement systems enable you to do the following?

1. Aggregate customer data

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	399 88%	266 89%	138 92%	128 85%	133 86%	93 85%	291 89%	108 85%	23 61%	230 88% I	146 95% J	164 77%	235 97% L
Very well	165 36%	114 38%	68 45% DE	46 31%	51 33%	44 40%	107 33%	58 46% G	5 13%	75 29% I	85 55% J	36 17%	129 53% L
Somewhat well	234 52%	152 51%	70 47%	82 55%	82 53%	49 45%	184 56% H	50 39%	18 47%	155 59% K	61 40%	128 60% M	106 44%
BOTTOM 2 BOX (NET)	55 12%	34 11%	12 8%	22 15%	21 14%	17 15%	36 11%	19 15%	15 39% JK	32 12% K	8 5%	48 23% M	7 3%
Not very well	54 12%	33 11%	11 7%	22 15% C	21 14%	16 15%	35 11%	19 15%	14 37% JK	32 12% K	8 5%	47 22% M	7 3%
Not at all well	1 *	1 *	1 1%	-	-	1 1%	1 *	-	1 3% JK	-	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_2. How well do your current customer engagement systems enable you to do the following?

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2. Resolve customer identities across devices and/or data sources

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	384 85%	256 85%	129 86%	127 85%	128 83%	92 84%	268 82%	116 91%	19 50%	224 85%	141 92%	153 72%	231 95%
Very well	143 31%	97 32%	63 42% DE	34 23%	46 30%	37 34%	83 25%	60 47% G	3 8%	63 24%	77 50% IJ	29 14%	114 47% L
Somewhat well	241 53%	159 53%	66 44%	93 62% C	82 53%	55 50%	185 57% H	56 44%	16 42%	161 61% IK	64 42%	124 58% M	117 48%
BOTTOM 2 BOX (NET)	70 15%	44 15%	21 14%	23 15%	26 17%	18 16%	59 18% H	11 9%	19 50% JK	38 15%	13 8%	59 28% M	11 5%
Not very well	65 14%	42 14%	20 13%	22 15%	23 15%	16 15%	56 17% H	9 7%	19 50% JK	34 13%	12 8%	54 25% M	11 5%
Not at all well	5 1%	2 1%	1 1%	1 1%	3 2%	2 2%	3 1%	2 2%	-	4 2%	1 1%	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_3. How well do your current customer engagement systems enable you to do the following?

3. Provide actionable insights

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	401 88%	270 90%	136 91% F	134 89%	131 85%	89 81%	288 88%	113 89%	24 63%	233 89% I	144 94% I	166 78%	235 97% L
Very well	147 32%	103 34%	61 41% DE	42 28%	44 29%	40 36%	93 28%	54 43% G	5 13%	71 27%	71 46% J	29 14%	118 49% L
Somewhat well	254 56%	167 56%	75 50%	92 61% C	87 56%	49 45%	195 60% H	59 46%	19 50%	162 62% K	73 47%	137 65% M	117 48%
BOTTOM 2 BOX (NET)	53 12%	30 10%	14 9%	16 11%	23 15%	21 19% C	39 12%	14 11%	14 37% JK	29 11%	10 6%	46 22% M	7 3%
Not very well	50 11%	28 9%	13 9%	15 10%	22 14%	20 18% C	36 11%	14 11%	14 37% JK	27 10%	9 6%	43 20% M	7 3%
Not at all well	3 1%	2 1%	1 1%	1 1%	1 1%	1 1%	3 1%	-	-	2 1%	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_4. How well do your current customer engagement systems enable you to do the following?
 4. Provide an up to date view of the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	390 86%	255 85%	127 85%	128 85%	135 88%	99 90%	277 85%	113 89%	24 63%	220 84%	146 95%	160 75%	230 95%
Very well	165 36%	120 40%	72 48%	48 32%	45 29%	55 50%	110 34%	55 43%	3 8%	80 31%	82 53%	43 20%	122 50%
Somewhat well	225 50%	135 45%	55 37%	80 53%	90 58%	44 40%	167 51%	58 46%	21 55%	140 53%	64 42%	117 55%	108 45%
BOTTOM 2 BOX (NET)	64 14%	45 15%	23 15%	22 15%	19 12%	11 10%	50 15%	14 11%	14 37%	42 16%	8 5%	52 25%	12 5%
Not very well	59 13%	40 13%	20 13%	20 13%	19 12%	10 9%	45 14%	14 11%	13 34%	38 15%	8 5%	48 23%	11 5%
Not at all well	5 1%	5 2%	3 2%	2 1%	-	1 1%	5 2%	-	1 3%	4 2%	-	4 2%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_5. How well do your current customer engagement systems enable you to do the following?

5. Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	375 83%	248 83%	126 84%	122 81%	127 82%	85 77%	263 80%	112 88%	20 53%	215 82% I	140 91% IJ	145 68%	230 95% L
Very well	144 32%	101 34%	64 43% DEF	37 25%	43 28%	27 25%	92 28%	52 41% G	3 8%	62 24% I	79 51% IJ	26 12%	118 49% L
Somewhat well	231 51%	147 49%	62 41%	85 57% C	84 55% C	58 53%	171 52%	60 47%	17 45%	153 58% K	61 40%	119 56% M	112 46%
BOTTOM 2 BOX (NET)	79 17%	52 17%	24 16%	28 19%	27 18%	25 23%	64 20%	15 12%	18 47% JK	47 18% K	14 9%	67 32% M	12 5%
Not very well	71 16%	45 15%	21 14%	24 16%	26 17%	21 19%	58 18% H	13 10%	14 37% JK	43 16% K	14 9%	60 28% M	11 5%
Not at all well	8 2%	7 2%	3 2%	4 3%	1 1%	4 4%	6 2%	2 2%	4 11% JK	4 2%	-	7 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_6. How well do your current customer engagement systems enable you to do the following?
 6. Personalize the customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	404 89%	265 88%	135 90%	130 87%	139 90%	94 85%	292 89%	112 88%	21 55%	235 90%	148 96%	169 80%	235 97%
Very well	170 37%	116 39%	73 49% DE	43 29%	54 35%	44 40%	114 35%	56 44%	4 11%	75 29%	91 59%	40 19%	130 54%
Somewhat well	234 52%	149 50%	62 41%	87 58% C	85 55% C	50 45%	178 54% H	56 44%	17 45%	160 61% K	57 37%	129 61% M	105 43%
BOTTOM 2 BOX (NET)	50 11%	35 12%	15 10%	20 13%	15 10%	16 15%	35 11%	15 12%	17 45% JK	27 10% K	6 4%	43 20% M	7 3%
Not very well	46 10%	32 11%	14 9%	18 12%	14 9%	16 15%	32 10%	14 11%	15 39% JK	26 10% K	5 3%	39 18% M	7 3%
Not at all well	4 1%	3 1%	1 1%	2 1%	1 1%	-	3 1%	1 1%	2 5% JK	1 *	1 1%	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_7. How well do your current customer engagement systems enable you to do the following?
7. Provide a consistent experience across all interaction touchpoints

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	392 86%	263 88%	129 86%	134 89%	129 84%	90 82%	284 87%	108 85%	21 55%	226 86% I	145 94% J	159 75%	233 96% L
Very well	163 36%	125 42% E	73 49% DE	52 35%	38 25%	42 38%	106 32%	57 45% G	4 11%	72 27% I	87 56% J	29 14%	134 55% L
Somewhat well	229 50%	138 46%	56 37%	82 55% C	91 59% CB	48 44%	178 54% H	51 40%	17 45%	154 59% K	58 38%	130 61% M	99 41%
BOTTOM 2 BOX (NET)	62 14%	37 12%	21 14%	16 11%	25 16%	20 18%	43 13%	19 15%	17 45% JK	36 14% K	9 6%	53 25% M	9 4%
Not very well	54 12%	32 11%	17 11%	15 10%	22 14%	17 15%	35 11%	19 15%	12 32% JK	33 13% K	9 6%	46 22% M	8 3%
Not at all well	8 2%	5 2%	4 3%	1 1%	3 2%	3 3%	8 2%	-	5 13% JK	3 1%	-	7 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_8. How well do your current customer engagement systems enable you to do the following?

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8. Provide and access data in real time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	400 88%	267 89%	134 89%	133 89%	133 86%	96 87%	286 87%	114 90%	23 61%	235 90%	142 92%	161 76%	239 99%
Very well	166 37%	117 39%	67 45% DE	50 33%	49 32%	46 42%	113 35%	53 42%	4 11%	73 28%	89 58% J	38 18%	128 53% L
Somewhat well	234 52%	150 50%	67 45%	83 55%	84 55%	50 45%	173 53%	61 48%	19 50%	162 62% K	53 34%	123 58% M	111 46%
BOTTOM 2 BOX (NET)	54 12%	33 11%	16 11%	17 11%	21 14%	14 13%	41 13%	13 10%	15 39% JK	27 10%	12 8%	51 24% M	3 1%
Not very well	51 11%	31 10%	15 10%	16 11%	20 13%	12 11%	39 12%	12 9%	15 39% JK	25 10%	11 7%	48 23% M	3 1%
Not at all well	3 1%	2 1%	1 1%	1 1%	1 1%	2 2%	2 1%	1 1%	-	2 1%	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_9. How well do your current customer engagement systems enable you to do the following?

9. Understand the customer's context in terms of previous journey stages

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	394 87%	255 85%	131 87%	124 83%	139 90%	90 82%	280 86%	114 90%	27 71%	224 85% I	143 93% J	163 77%	231 95% L
Very well	146 32%	96 32%	63 42% D	33 22%	50 32% D	34 31%	92 28%	54 43% G	6 16%	59 23%	81 53% J	29 14%	117 48% L
Somewhat well	248 55%	159 53%	68 45%	91 61% C	89 58% C	56 51%	188 57% H	60 47%	21 55%	165 63% K	62 40%	134 63% M	114 47%
BOTTOM 2 BOX (NET)	60 13%	45 15%	19 13%	26 17%	15 10%	20 18%	47 14%	13 10%	11 29% JK	38 15% K	11 7%	49 23% M	11 5%
Not very well	57 13%	44 15%	19 13%	25 17% E	13 8%	17 15%	44 13%	13 10%	9 24% K	37 14% K	11 7%	46 22% M	11 5%
Not at all well	3 1%	1 *	-	1 1%	2 1%	3 3% C	3 1%	-	2 5% JK	1 *	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240A. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

Base: Knows # Of Customer Engagement Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Increase	64 21%	45 22%	26 23%	19 21%	19 18%	17 21%	36 20%	28 22%	7 23%	36 22%	21 18%	32 22%	32 20%
Remain the same	230 75%	147 73%	79 71%	68 76%	83 78%	56 70%	138 76%	92 72%	20 65%	119 74%	91 78%	109 75%	121 75%
Decrease	14 5%	9 4%	7 6%	2 2%	5 5%	7 9%	7 4%	7 6%	4 13% JK	6 4%	4 3%	5 3%	9 6%
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240A_1. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

1. Increase

Base: Expect # Of Customer Engagement Systems To Increase

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	64*	45*	26**	19**	19**	17**	36*	28**	7**	36*	21**	32*	32*
Weighted Base	64*	45*	26**	19**	19**	17**	36*	28**	7**	36*	21**	32*	32*
1	9 14%	7 16%	4 15%	3 16%	2 11%	3 18%	9 25%	-	1 14%	4 11%	4 19%	4 13%	5 16%
2	22 34%	17 38%	10 38%	7 37%	5 26%	6 35%	20 56%	2 7%	1 14%	18 50%	3 14%	12 38%	10 31%
3-5	15 23%	9 20%	6 23%	3 16%	6 32%	5 29%	5 14%	10 36%	1 14%	6 17%	8 38%	9 28%	6 19%
6-9	2 3%	2 4%	1 4%	1 5%	-	-	-	2 7%	-	1 3%	1 5%	-	2 6%
10+	16 25%	10 22%	5 19%	5 26%	6 32%	3 18%	2 6%	14 50%	4 57%	7 19%	5 24%	7 22%	9 28%
MEAN	6.8	5.4	5.4	5.4	10.2	6.4	2.6	12.3	14.0	4.6	8.4	5.9	7.8
STD. DEV.	9.14	6.34	7.09	5.34	13.31	10.09	2.67	11.42	13.89	4.94	11.53	7.88	10.30
STD. ERR.	1.14	0.95	1.39	1.22	3.05	2.45	0.44	2.16	5.25	0.82	2.52	1.39	1.82
MEDIAN	3	2	2	2	5	2	2	9	10	2	4	3	4
Sigma	64 100%	45 100%	26 100%	19 100%	19 100%	17 100%	36 100%	28 100%	7 100%	36 100%	21 100%	32 100%	32 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240A_2. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

2. Decrease

Base: Expect # Of Customer Engagement Systems To decrease

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	14*	9**	7**	2**	5**	7**	7**	7**	4**	6**	4**	5**	9**
Weighted Base	14*	9**	7**	2**	5**	7**	7**	7**	4**	6**	4**	5**	9**
1	2 14%	1 11%	-	1 50%	1 20%	2 29%	2 29%	-	1 25%	1 17%	-	2 40%	-
2	6 43%	3 33%	2 29%	1 50%	3 60%	3 43%	4 57%	2 29%	1 25%	4 67%	1 25%	3 60%	3 33%
3-5	4 29%	3 33%	3 43%	-	1 20%	1 14%	1 14%	3 43%	2 50%	1 17%	1 25%	-	4 44%
6-9	1 7%	1 11%	1 14%	-	-	-	-	1 14%	-	-	1 25%	-	1 11%
10+	1 7%	1 11%	1 14%	-	-	1 14%	-	1 14%	-	-	1 25%	-	1 11%
MEAN	3.4	4.1	4.9	1.5	2.2	6.7	1.9	5.0	2.3	2.2	6.5	1.6	4.4
STD. DEV.	3.11	3.69	3.89	0.71	1.10	12.51	0.69	3.83	0.96	0.98	4.65	0.55	3.50
STD. ERR.	0.83	1.23	1.47	0.50	0.49	4.73	0.26	1.45	0.48	0.40	2.33	0.24	1.17
MEDIAN	2	3	3	2	2	2	2	4	3	2	6	2	3
Sigma	14 100%	9 100%	7 100%	2 100%	5 100%	7 100%	7 100%	7 100%	4 100%	6 100%	4 100%	5 100%	9 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240B. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

Base: Knows # Of Customer Engagement Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Increase	121 39%	85 42%	37 33%	48 54% CE	36 34%	35 44%	68 38%	53 42%	8 26%	71 44%	42 36%	54 37%	67 41%
Remain the same	160 52%	101 50%	65 58% DF	36 40%	59 55% D	32 40%	102 56%	58 46%	15 48%	79 49%	66 57%	75 51%	85 52%
Decrease	27 9%	15 7%	10 9%	5 6%	12 11%	13 16%	11 6%	16 13% G	8 26% JK	11 7%	8 7%	17 12%	10 6%
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240B. 1. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

1. Increase

Base: Expect # Of Customer Engagement Systems To Increase

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	121	85*	37*	48*	36*	35*	68*	53*	8**	71*	42*	54*	67*
Weighted Base	121	85*	37*	48*	36*	35*	68*	53*	8**	71*	42*	54*	67*
1	7 6%	5 6%	1 3%	4 8%	2 6%	5 14%	7 10% H	-	1 13%	5 7%	1 2%	2 4%	5 7%
2	24 20%	17 20%	5 14%	12 25%	7 19%	7 20%	23 34% H	1 2%	-	19 27%	5 12%	11 20%	13 19%
3-5	35 29%	28 33%	14 38%	14 29%	7 19%	8 23%	27 40% H	8 15%	3 38%	22 31%	10 24%	20 37%	15 22%
6-9	4 3%	3 4%	2 5%	1 2%	1 3%	1 3%	2 3%	2 4%	-	2 3%	2 5%	1 2%	3 4%
10+	51 42%	32 38%	15 41%	17 35%	19 53%	14 40%	9 13%	42 79% G	4 50%	23 32%	24 57% J	20 37%	31 46%
MEAN	12.3	11.6	15.0 D	9.0	14.2	12.9	5.4	21.2 G	15.1	9.0	17.5 J	9.2	14.9 L
STD. DEV.	14.38	13.98	16.32	11.36	15.34	14.87	8.02	15.85	17.55	11.51	16.71	10.94	16.30
STD. ERR.	1.31	1.52	2.68	1.64	2.56	2.51	0.97	2.18	6.20	1.37	2.58	1.49	1.99
MEDIAN	5	5	5	4	10	5	3	15	7	4	10	5	6
Sigma	121 100%	85 100%	37 100%	48 100%	36 100%	35 100%	68 100%	53 100%	8 100%	71 100%	42 100%	54 100%	67 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240B. 2. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

2. Decrease

Base: Expect # Of Customer Engagement Systems To Decrease

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	27*	15**	10**	5**	12**	13**	11**	16**	8**	11**	8**	17**	10**
Weighted Base	27*	15**	10**	5**	12**	13**	11**	16**	8**	11**	8**	17**	10**
1	5 19%	3 20%	1 10%	2 40%	2 17%	2 15%	5 45%	-	2 25%	2 18%	1 13%	4 24%	1 10%
2	4 15%	1 7%	1 10%	-	3 25%	2 15%	1 9%	3 19%	3 38%	1 9%	-	3 18%	1 10%
3-5	10 37%	8 53%	6 60%	2 40%	2 17%	2 15%	5 45%	5 31%	2 25%	5 45%	3 38%	7 41%	3 30%
6-9	5 19%	1 7%	-	1 20%	4 33%	2 15%	-	5 31%	-	3 27%	2 25%	2 12%	3 30%
10+	3 11%	2 13%	2 20%	-	1 8%	5 38%	-	3 19%	1 13%	-	2 25%	1 6%	2 20%
MEAN	6.7	8.7	11.3	3.6	4.3	14.0	2.3	9.8	3.0	4.0	14.3	3.6	12.0
STD. DEV.	10.59	13.84	16.54	2.41	3.02	15.73	1.42	12.98	2.93	1.95	17.62	2.60	16.23
STD. ERR.	2.04	3.57	5.23	1.08	0.87	4.36	0.43	3.24	1.04	0.59	6.23	0.63	5.13
MEDIAN	4	5	5	5	3	7	2	6	2	5	6	3	6
Sigma	27 100%	15 100%	10 100%	5 100%	12 100%	13 100%	11 100%	16 100%	8 100%	11 100%	8 100%	17 100%	10 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q245. To what extent do you agree or disagree with the following statements?
SUMMARY TABLE OF STRONGLY / SOMEWHAT AGREE (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Investing in MarTech (marketing technology) is a key initiative for my company	411 91%	270 90%	135 90%	135 90%	141 92%	92 84%	291 89%	120 94%	28 74%	235 90%	148 96%	178 84%	233 96%
The number of customer engagement systems we have is manageable	397 87%	261 87%	131 87%	130 87%	136 88%	95 86%	290 89%	107 84%	25 66%	230 88%	142 92%	169 80%	228 94%
The number of customer engagement systems we have makes it harder to provide a seamless customer experience	297 65%	207 69% E	105 70% E	102 68%	90 58%	75 68%	200 61%	97 76% G	28 74%	173 66%	96 62%	139 66%	158 65%
It has become increasingly difficult to manage the number of customer touchpoints we have	279 61%	193 64%	103 69% E	90 60%	86 56%	70 64%	185 57%	94 74% G	28 74%	164 63%	87 56%	128 60%	151 62%
Technology has made it harder for us to effectively engage with customers	231 51%	161 54%	81 54%	80 53%	70 45%	51 46%	148 45%	83 65% G	17 45%	138 53%	76 49%	96 45%	135 56% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245. To what extent do you agree or disagree with the following statements?
 SUMMARY TABLE OF STRONGLY / SOMEWHAT DISAGREE (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Technology has made it harder for us to effectively engage with customers	223 49%	139 46%	69 46%	70 47%	84 55%	59 54%	179 55% H	44 35%	21 55%	124 47%	78 51%	116 55% M	107 44%
It has become increasingly difficult to manage the number of customer touchpoints we have	175 39%	107 36%	47 31%	60 40%	68 44% C	40 36%	142 43% H	33 26%	10 26%	98 37%	67 44%	84 40%	91 38%
The number of customer engagement systems we have makes it harder to provide a seamless customer experience	157 35%	93 31%	45 30%	48 32%	64 42% CB	35 32%	127 39% H	30 24%	10 26%	89 34%	58 38%	73 34%	84 35%
The number of customer engagement systems we have is manageable	57 13%	39 13%	19 13%	20 13%	18 12%	15 14%	37 11%	20 16%	13 34% JK	32 12%	12 8%	43 20% M	14 6%
Investing in MarTech (marketing technology) is a key initiative for my company	43 9%	30 10%	15 10%	15 10%	13 8%	18 16%	36 11%	7 6%	10 26% JK	27 10% K	6 4%	34 16% M	9

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245_1. To what extent do you agree or disagree with the following statements?

1. The number of customer engagement systems we have is manageable

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	397 87%	261 87%	131 87%	130 87%	136 88%	95 86%	290 89%	107 84%	25 66%	230 88%	142 92%	169 80%	228 94%
Strongly agree	170 37%	123 41% E	71 47% DE	52 35%	47 31%	48 44%	118 36%	52 41%	6 16%	80 31%	84 55% IJ	41 19%	129 53% L
Somewhat agree	227 50%	138 46%	60 40%	78 52% C	89 58% CB	47 43%	172 53%	55 43%	19 50%	150 57% K	58 38%	128 60% M	99 41%
BOTTOM 2 BOX (NET)	57 13%	39 13%	19 13%	20 13%	18 12%	15 14%	37 11%	20 16%	13 34% JK	32 12%	12 8%	43 20% M	14 6%
Somewhat disagree	51 11%	36 12%	18 12%	18 12%	15 10%	14 13%	31 9%	20 16%	12 32% JK	28 11%	11 7%	40 19% M	11 5%
Strongly disagree	6 1%	3 1%	1 1%	2 1%	3 2%	1 1%	6 2%	-	1 3%	4 2%	1 1%	3 1%	3 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245_2. To what extent do you agree or disagree with the following statements?

2. The number of customer engagement systems we have makes it harder to provide a seamless customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	297 65%	207 69% E	105 70% E	102 68%	90 58%	75 68%	200 61%	97 76% G	28 74%	173 66%	96 62%	139 66%	158 65%
Strongly agree	112 25%	86 29% E	47 31% E	39 26%	26 17%	36 33%	69 21%	43 34% G	7 18%	60 23%	45 29%	29 14%	83 34% L
Somewhat agree	185 41%	121 40%	58 39%	63 42%	64 42%	39 35%	131 40%	54 43%	21 55% K	113 43% K	51 33%	110 52% M	75 31%
BOTTOM 2 BOX (NET)	157 35%	93 31%	45 30%	48 32%	64 42% CB	35 32%	127 39% H	30 24%	10 26%	89 34%	58 38%	73 34%	84 35%
Somewhat disagree	116 26%	63 21%	24 16%	39 26% C	53 34% CB	29 26% C	95 29% H	21 17%	8 21%	75 29%	33 21%	69 33% M	47 19%
Strongly disagree	41 9%	30 10%	21 14% DF	9 6%	11 7%	6 5%	32 10%	9 7%	2 5%	14 5%	25 16% J	4 2%	37 15% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245_3. To what extent do you agree or disagree with the following statements?
 3. Investing in MarTech (marketing technology) is a key initiative for my company

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	411 91%	270 90%	135 90%	135 90%	141 92%	92 84%	291 89%	120 94%	28 74%	235 90%	148 96%	178 84%	233 96%
Strongly agree	179 39%	117 39%	76 51% DF	41 27%	62 40% D	42 38%	118 36%	61 48% G	14 37%	78 30%	87 56% IJ	54 25%	125 52% L
Somewhat agree	232 51%	153 51%	59 39%	94 63% CE	79 51% C	50 45%	173 53%	59 46%	14 37%	157 60% IK	61 40%	124 58% M	108 45%
BOTTOM 2 BOX (NET)	43 9%	30 10%	15 10%	15 10%	13 8%	18 16%	36 11%	7 6%	10 26% JK	27 10% K	6 4%	34 16% M	9 4%
Somewhat disagree	37 8%	27 9%	14 9%	13 9%	10 6%	17 15%	32 10% H	5 4%	8 21% JK	26 10% K	3 2%	30 14% M	7 3%
Strongly disagree	6 1%	3 1%	1 1%	2 1%	3 2%	1 1%	4 1%	2 2%	2 5% J	1 *	3 2%	4 2%	2 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245_4. To what extent do you agree or disagree with the following statements?

4. Technology has made it harder for us to effectively engage with customers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	231 51%	161 54%	81 54%	80 53%	70 45%	51 46%	148 45%	83 65% G	17 45%	138 53%	76 49%	96 45%	135 56% L
Strongly agree	87 19%	65 22%	36 24% E	29 19%	22 14%	17 15%	43 13%	44 35% G	4 11%	38 15%	45 29% IJ	16 8%	71 29% L
Somewhat agree	144 32%	96 32%	45 30%	51 34%	48 31%	34 31%	105 32%	39 31%	13 34%	100 38% K	31 20%	80 38% M	64 26%
BOTTOM 2 BOX (NET)	223 49%	139 46%	69 46%	70 47%	84 55%	59 54%	179 55% H	44 35%	21 55%	124 47%	78 51%	116 55% M	107 44%
Somewhat disagree	123 27%	74 25%	32 21%	42 28%	49 32% C	31 28%	100 31% H	23 18%	17 45% K	76 29% K	30 19%	82 39% M	41 17%
Strongly disagree	100 22%	65 22%	37 25%	28 19%	35 23%	28 25%	79 24%	21 17%	4 11%	48 18%	48 31% IJ	34 16%	66 27% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q245_5. To what extent do you agree or disagree with the following statements?

5. It has become increasingly difficult to manage the number of customer touchpoints we have

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	279 61%	193 64%	103 69% E	90 60%	86 56%	70 64%	185 57%	94 74% G	28 74%	164 63%	87 56%	128 60%	151 62%
Strongly agree	86 19%	58 19%	32 21%	26 17%	28 18%	23 21%	52 16%	34 27% G	7 18%	46 18%	33 21%	28 13%	58 24% L
Somewhat agree	193 43%	135 45%	71 47%	64 43%	58 38%	47 43%	133 41%	60 47%	21 55% K	118 45% K	54 35%	100 47%	93 38%
BOTTOM 2 BOX (NET)	175 39%	107 36%	47 31%	60 40%	68 44% C	40 36%	142 43% H	33 26%	10 26%	98 37%	67 44%	84 40%	91 38%
Somewhat disagree	138 30%	78 26%	24 16%	54 36% C	60 39% CB	32 29% C	115 35% H	23 18%	9 24%	87 33%	42 27%	78 37% M	60 25%
Strongly disagree	37 8%	29 10%	23 15% DEF	6 4%	8 5%	8 7%	27 8%	10 8%	1 3%	11 4%	25 16% J	6 3%	31 13% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q250. Now, we would like you to think about your company's customer databases (e.g., 1st, 2nd, and 3rd party data sourced from mobile, social networks, websites, CRM, POS, loyalty systems, etc.). Approximately, how many customer databases does your company currently use?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
1	17 4%	11 4%	4 3%	7 5%	6 4%	5 5%	16 5% H	1 1%	3 8%	7 3%	7 5%	9 4%	8 3%
2	39 9%	29 10%	17 11%	12 8%	10 6%	12 11%	38 12% H	1 1%	5 13%	20 8%	14 9%	15 7%	24 10%
3-5	100 22%	68 23%	35 23%	33 22%	32 21%	19 17%	80 24% H	20 16%	6 16%	63 24%	31 20%	56 26% M	44 18%
6-9	31 7%	21 7%	14 9%	7 5%	10 6%	5 5%	21 6%	10 8%	2 5%	17 6%	12 8%	14 7%	17 7%
10+	97 21%	65 22%	41 27% D	24 16%	32 21%	32 29%	21 6%	76 60% G	11 29% J	39 15%	47 31% J	36 17%	61 25% L
Not sure	170 37%	106 35%	39 26%	67 45% C	64 42% C	37 34%	151 46% H	19 15%	11 29%	116 44% K	43 28%	82 39%	88 36%
MEAN	8.0	7.8	8.8	6.5	8.4	9.5	4.6	15.0 G	9.3	7.3	8.7	7.4	8.6
STD. DEV.	8.63	8.51	9.46	6.97	8.93	10.84	4.28	10.86	9.78	7.66	9.67	8.03	9.17
STD. ERR.	0.54	0.65	0.96	0.80	0.98	1.39	0.33	1.19	1.92	0.65	1.02	0.72	0.80
MEDIAN	5	5	5	5	5	6	3	16	5	5	7	5	6
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

SUMMARY TABLE OF TOP 2 BOX

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Understands and meets customer expectations most of the time	347 76%	233 78%	125 83% DE	108 72%	114 74%	91 83%	250 76%	97 76%	15 39%	199 76% I	133 86% J	119 56%	228 94% L
Keeps customer data privacy at the forefront of all engagements	343 76%	232 77%	120 80%	112 75%	111 72%	90 82%	251 77%	92 72%	20 53%	190 73% I	133 86% J	114 54%	229 95% L
Has never misused customer data in the past	338 74%	224 75%	118 79%	106 71%	114 74%	97 88% C	242 74%	96 76%	22 58%	185 71%	131 85% J	122 58%	216 89% L
Able to balance data privacy with increased demand for personalization	333 73%	228 76%	121 81% E	107 71%	105 68%	89 81%	232 71%	101 80%	14 37%	185 71% I	134 87% J	104 49%	229 95% L
Understands each individual customer's preferences and needs	331 73%	229 76% E	120 80% E	109 73%	102 66%	78 71%	233 71%	98 77%	16 42%	179 68% I	136 88% J	107 50%	224 93% L
Provides relevant communications unique to each customer	329 72%	225 75%	115 77%	110 73%	104 68%	87 79%	236 72%	93 73%	13 34%	190 73% I	126 82% J	108 51%	221 91% L
Is available to address customer needs immediately via multiple channels	322 71%	222 74% E	116 77% E	106 71%	100 65%	84 76%	230 70%	92 72%	10 26%	186 71% I	126 82% J	93 44%	229 95% L
Integrates customer feedback to improve individual experiences	321 71%	221 74%	120 80% DE	101 67%	100 65%	78 71%	223 68%	98 77%	16 42%	174 66% I	131 85% J	93 44%	228 94% L
Requires little effort from customers to achieve their desired outcome	320 70%	215 72%	116 77% DF	99 66%	105 68%	71 65%	223 68%	97 76%	16 42%	178 68% I	126 82% J	100 47%	220 91% L
Able to differentiate from competitors based on providing a superior customer experience	319 70%	217 72%	114 76%	103 69%	102 66%	82 75%	222 68%	97 76%	18 47%	177 68% I	124 81% J	106 50%	213 88% L
Delivers a seamless experience regardless of what device or channel the customer is engaged in	314 69%	220 73% E	118 79% DEF	102 68%	94 61%	74 67%	217 66%	97 76% G	14 37%	175 67% I	125 81% J	86 41%	228 94% L
Able to anticipate customer needs real-time	313 69%	210 70%	111 74%	99 66%	103 67%	80 73%	213 65%	100 79% G	12 32%	180 69% I	121 79% J	98 46%	215 89% L
Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)	309 68%	212 71%	111 74% EF	101 67%	97 63%	64 58%	219 67%	90 71%	11 29%	174 66% I	124 81% J	87 41%	222 92% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

SUMMARY TABLE OF BOTTOM 2 BOX

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Able to anticipate customer needs real-time	37 8%	27 9%	12 8%	15 10%	10 6%	11 10%	32 10% H	5 4%	16 42% JK	17 6%	4 3%	36 17% M	1 *
Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)	32 7%	20 7%	9 6%	11 7%	12 8%	11 10%	24 7%	8 6%	14 37% JK	14 5%	4 3%	31 15% M	1 *
Understands each individual customer's preferences and needs	28 6%	17 6%	7 5%	10 7%	11 7%	2 2%	19 6%	9 7%	13 34% JK	11 4%	4 3%	27 13% M	1 *
Is available to address customer needs immediately via multiple channels	28 6%	20 7%	12 8%	8 5%	8 5%	8 7%	22 7%	6 5%	9 24% JK	15 6%	4 3%	28 13% M	-
Has never misused customer data in the past	28 6%	22 7%	10 7%	12 8%	6 4%	5 5%	21 6%	7 6%	7 18% JK	15 6%	6 4%	21 10% M	7 3%
Requires little effort from customers to achieve their desired outcome	26 6%	19 6%	9 6%	10 7%	7 5%	12 11%	18 6%	8 6%	9 24% JK	13 5%	4 3%	25 12% M	1 *
Delivers a seamless experience regardless of what device or channel the customer is engaged in	26 6%	16 5%	8 5%	8 5%	10 6%	8 7%	20 6%	6 5%	15 39% JK	8 3%	3 2%	25 12% M	1 *
Integrates customer feedback to improve individual experiences	24 5%	13 4%	5 3%	8 5%	11 7%	7 6%	17 5%	7 6%	9 24% JK	11 4%	4 3%	23 11% M	1 *
Able to differentiate from competitors based on providing a superior customer experience	22 5%	15 5%	6 4%	9 6%	7 5%	4 4%	15 5%	7 6%	10 26% JK	9 3%	3 2%	21 10% M	1 *
Provides relevant communications unique to each customer	19 4%	13 4%	7 5%	6 4%	6 4%	11 10%	15 5%	4 3%	11 29% JK	7 3%	1 1%	19 9% M	-
Understands and meets customer expectations most of the time	18 4%	11 4%	4 3%	7 5%	7 5%	1 1%	11 3%	7 6%	7 18% JK	10 4%	1 1%	17 8% M	1 *
Able to balance data privacy with increased demand for personalization	17 4%	13 4%	6 4%	7 5%	4 3%	3 3%	14 4%	3 2%	8 21% JK	8 3%	1 1%	17 8% M	-
Keeps customer data privacy at the forefront of all engagements	16 4%	11 4%	6 4%	5 3%	5 3%	2 2%	9 3%	7 6%	3 8%	9 3%	4 3%	15 7% M	1 *

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 1. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

1. Understands and meets customer expectations most of the time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	347 76%	233 78%	125 83% DE	108 72%	114 74%	91 83%	250 76%	97 76%	15 39%	199 76% I	133 86% IJ	119 56%	228 94% L
5 - Describes my company very well	136 30%	97 32%	58 39% DE	39 26%	39 25%	37 34%	89 27%	47 37% G	2 5%	54 21% I	80 52% IJ	16 8%	120 50% L
4	211 46%	136 45%	67 45%	69 46%	75 49%	54 49%	161 49%	50 39%	13 34%	145 55% IK	53 34%	103 49%	108 45%
3	89 20%	56 19%	21 14%	35 23% C	33 21%	18 16%	66 20%	23 18%	16 42% JK	53 20%	20 13%	76 36% M	13 5%
BOTTOM 2 BOX (NET)	18 4%	11 4%	4 3%	7 5%	7 5%	1 1%	11 3%	7 6%	7 18% JK	10 4%	1 1%	17 8% M	1 *
2	16 4%	10 3%	3 2%	7 5%	6 4%	1 1%	10 3%	6 5%	6 16% JK	9 3%	1 1%	15 7% M	1 *
1 - Does not describe my company well	2 *	1 *	1 1%	-	1 1%	-	1 *	1 1%	1 3% K	1 *	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 2. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

2. Able to anticipate customer needs real-time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	313 69%	210 70%	111 74%	99 66%	103 67%	80 73%	213 65%	100 79% G	12 32%	180 69% I	121 79% J	98 46%	215 89% L
5 - Describes my company very well	113 25%	82 27%	49 33% DE	33 22%	31 20%	29 26%	64 20%	49 39% G	3 8%	47 18%	63 41% J	10 5%	103 43% L
4	200 44%	128 43%	62 41%	66 44%	72 47%	51 46%	149 46%	51 40%	9 24%	133 51% IK	58 38%	88 42%	112 46%
3	104 23%	63 21%	27 18%	36 24%	41 27%	19 17%	82 25%	22 17%	10 26%	65 25%	29 19%	78 37% M	26 11%
BOTTOM 2 BOX (NET)	37 8%	27 9%	12 8%	15 10%	10 6%	11 10%	32 10% H	5 4%	16 42% JK	17 6%	4 3%	36 17% M	1*
2	33 7%	24 8%	11 7%	13 9%	9 6%	9 8%	28 9%	5 4%	15 39% JK	14 5%	4 3%	32 15% M	1*
1 - Does not describe my company well	4 1%	3 1%	1 1%	2 1%	1 1%	2 2%	4 1%	-	1 3% K	3 1%	-	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 3. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

3. Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	309 68%	212 71%	111 74% EF	101 67%	97 63%	64 58%	219 67%	90 71%	11 29%	174 66% I	124 81% IJ	87 41%	222 92% L
5 - Describes my company very well	113 25%	83 28%	52 35% DEF	31 21%	30 19%	24 22%	73 22%	40 31% G	3 8%	52 20%	58 38% J	9 4%	104 43% L
4	196 43%	129 43%	59 39%	70 47%	67 44%	40 36%	146 45%	50 39%	8 21%	122 47% I	66 43% I	78 37%	118 49% L
3	113 25%	68 23%	30 20%	38 25%	45 29%	35 32% C	84 26%	29 23%	13 34% K	74 28% K	26 17%	94 44% M	19 8%
BOTTOM 2 BOX (NET)	32 7%	20 7%	9 6%	11 7%	12 8%	11 10%	24 7%	8 6%	14 37% JK	14 5%	4 3%	31 15% M	1*
2	27 6%	17 6%	7 5%	10 7%	10 6%	9 8%	20 6%	7 6%	11 29% JK	12 5%	4 3%	26 12% M	1*
1 - Does not describe my company well	5 1%	3 1%	2 1%	1 1%	2 1%	2 2%	4 1%	1 1%	3 8% JK	2 1%	-	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 4. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

4. Provides relevant communications unique to each customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	329 72%	225 75%	115 77%	110 73%	104 68%	87 79%	236 72%	93 73%	13 34%	190 73% I	126 82% J	108 51%	221 91% L
5 - Describes my company very well	135 30%	100 33% E	58 39% E	42 28%	35 23%	37 34%	87 27%	48 38% G	4 11%	62 24%	69 45% J	16 8%	119 49% L
4	194 43%	125 42%	57 38%	68 45%	69 45%	50 45%	149 46%	45 35%	9 24%	128 49% IK	57 37%	92 43%	102 42%
3	106 23%	62 21%	28 19%	34 23%	44 29% C	12 11%	76 23%	30 24%	14 37% K	65 25%	27 18%	85 40% M	21 9%
BOTTOM 2 BOX (NET)	19 4%	13 4%	7 5%	6 4%	6 4%	11 10%	15 5%	4 3%	11 29% JK	7 3%	1 1%	19 9% M	-
2	18 4%	12 4%	7 5%	5 3%	6 4%	10 9%	14 4%	4 3%	11 29% JK	6 2%	1 1%	18 8% M	-
1 - Does not describe my company well	1 *	1 *	-	1 1%	-	1 1%	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_5. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

5. Understands each individual customer's preferences and needs

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	331 73%	229 76% E	120 80% E	109 73%	102 66%	78 71%	233 71%	98 77%	16 42%	179 68% I	136 88% J	107 50%	224 93% L
5 - Describes my company very well	128 28%	98 33% E	54 36% E	44 29% E	30 19%	31 28%	81 25%	47 37% G	4 11%	41 16%	83 54% J	16 8%	112 46% L
4	203 45%	131 44%	66 44%	65 43%	72 47%	47 43%	152 46%	51 40%	12 32%	138 53% IK	53 34%	91 43%	112 46%
3	95 21%	54 18%	23 15%	31 21%	41 27% CB	30 27% C	75 23%	20 16%	9 24% K	72 27% K	14 9%	78 37% M	17 7%
BOTTOM 2 BOX (NET)	28 6%	17 6%	7 5%	10 7%	11 7%	2 2%	19 6%	9 7%	13 34% JK	11 4%	4 3%	27 13% M	1 *
2	26 6%	15 5%	7 5%	8 5%	11 7%	2 2%	18 6%	8 6%	13 34% JK	11 4%	2 1%	26 12% M	-
1 - Does not describe my company well	2 *	2 1%	-	2 1%	-	-	1 *	1 1%	-	-	2 1%	1 *	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_6. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

6. Integrates customer feedback to improve individual experiences

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	321 71%	221 74%	120 80% DE	101 67%	100 65%	78 71%	223 68%	98 77%	16 42%	174 66% I	131 85% IJ	93 44%	228 94% L
5 - Describes my company very well	136 30%	105 35% E	65 43% DEF	40 27%	31 20%	32 29%	85 26%	51 40% G	2 5%	49 19% I	85 55% IJ	10 5%	126 52% L
4	185 41%	116 39%	55 37%	61 41%	69 45%	46 42%	138 42%	47 37%	14 37%	125 48% K	46 30%	83 39%	102 42%
3	109 24%	66 22%	25 17%	41 27% C	43 28% C	25 23%	87 27% H	22 17%	13 34% K	77 29% K	19 12%	96 45% M	13 5%
BOTTOM 2 BOX (NET)	24 5%	13 4%	5 3%	8 5%	11 7%	7 6%	17 5%	7 6%	9 24% JK	11 4%	4 3%	23 11% M	1 *
2	17 4%	8 3%	4 3%	4 3%	9 6%	7 6%	12 4%	5 4%	6 16% JK	8 3%	3 2%	17 8% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	-	5 2%	2 2%	3 8% JK	3 1%	1 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 7. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

7. Delivers a seamless experience regardless of what device or channel the customer is engaged in

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	314 69%	220 73% E	118 79% DEF	102 68%	94 61%	74 67%	217 66%	97 76% G	14 37%	175 67% I	125 81% J	86 41%	228 94% L
5 - Describes my company very well	116 26%	82 27%	47 31%	35 23%	34 22%	34 31%	78 24%	38 30%	4 11%	46 18%	66 43% J	11 5%	105 43% L
4	198 44%	138 46%	71 47%	67 45%	60 39%	40 36%	139 43%	59 46%	10 26%	129 49% IK	59 38%	75 35%	123 51% L
3	114 25%	64 21%	24 16%	40 27% C	50 32% CB	28 25%	90 28%	24 19%	9 24%	79 30% K	26 17%	101 48% M	13 5%
BOTTOM 2 BOX (NET)	26 6%	16 5%	8 5%	8 5%	10 6%	8 7%	20 6%	6 5%	15 39% JK	8 3%	3 2%	25 12% M	1 *
2	19 4%	11 4%	7 5%	4 3%	8 5%	5 5%	15 5%	4 3%	12 32% JK	6 2%	1 1%	19 9% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	3 3%	5 2%	2 2%	3 8% JK	2 1%	2 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 8. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

8. Is available to address customer needs immediately via multiple channels

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	322 71%	222 74% E	116 77% E	106 71%	100 65%	84 76%	230 70%	92 72%	10 26%	186 71% I	126 82% IJ	93 44%	229 95% L
5 - Describes my company very well	135 30%	107 36% E	62 41% DE	45 30% E	28 18%	35 32%	87 27%	48 38% G	3 8%	51 19%	81 53% IJ	9 4%	126 52% L
4	187 41%	115 38%	54 36%	61 41%	72 47%	49 45%	143 44%	44 35%	7 18%	135 52% IK	45 29%	84 40%	103 43%
3	104 23%	58 19%	22 15%	36 24% C	46 30% CB	18 16%	75 23%	29 23%	19 50% JK	61 23%	24 16%	91 43% M	13 5%
BOTTOM 2 BOX (NET)	28 6%	20 7%	12 8%	8 5%	8 5%	8 7%	22 7%	6 5%	9 24% JK	15 6%	4 3%	28 13% M	-
2	24 5%	17 6%	10 7%	7 5%	7 5%	8 7%	20 6%	4 3%	9 24% JK	12 5%	3 2%	24 11% M	-
1 - Does not describe my company well	4 1%	3 1%	2 1%	1 1%	1 1%	-	2 1%	2 2%	-	3 1%	1 1%	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 9. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

9. Requires little effort from customers to achieve their desired outcome

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	320 70%	215 72%	116 77% DF	99 66%	105 68%	71 65%	223 68%	97 76%	16 42%	178 68% I	126 82% IJ	100 47%	220 91% L
5 - Describes my company very well	127 28%	96 32% E	56 37% DE	40 27%	31 20%	29 26%	86 26%	41 32%	2 5%	50 19% I	75 49% IJ	12 6%	115 48% L
4	193 43%	119 40%	60 40%	59 39%	74 48%	42 38%	137 42%	56 44%	14 37%	128 49% K	51 33%	88 42%	105 43%
3	108 24%	66 22%	25 17%	41 27% C	42 27% C	27 25%	86 26% H	22 17%	13 34% K	71 27% K	24 16%	87 41% M	21 9%
BOTTOM 2 BOX (NET)	26 6%	19 6%	9 6%	10 7%	7 5%	12 11%	18 6%	8 6%	9 24% JK	13 5%	4 3%	25 12% M	1 *
2	19 4%	14 5%	8 5%	6 4%	5 3%	12 11%	13 4%	6 5%	7 18% JK	10 4%	2 1%	19 9% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	-	5 2%	2 2%	2 5%	3 1%	2 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 10. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

10. Keeps customer data privacy at the forefront of all engagements

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	343 76%	232 77%	120 80%	112 75%	111 72%	90 82%	251 77%	92 72%	20 53%	190 73%	133 86%	114 54%	229 95%
5 - Describes my company very well	178 39%	124 41%	69 46%	55 37%	54 35%	55 50%	124 38%	54 43%	7 18%	82 31%	89 58%	30 14%	148 61%
4	165 36%	108 36%	51 34%	57 38%	57 37%	35 32%	127 39%	38 30%	13 34%	108 41%	44 29%	84 40%	81 33%
3	95 21%	57 19%	24 16%	33 22%	38 25%	18 16%	67 20%	28 22%	15 39%	63 24%	17 11%	83 39%	12 5%
BOTTOM 2 BOX (NET)	16 4%	11 4%	6 4%	5 3%	5 3%	2 2%	9 3%	7 6%	3 8%	9 3%	4 3%	15 7%	1 *
2	13 3%	8 3%	5 3%	3 2%	5 3%	2 2%	6 2%	7 6%	2 5%	8 3%	3 2%	12 6%	1 *
1 - Does not describe my company well	3 1%	3 1%	1 1%	2 1%	-	-	3 1%	-	1 3%	1 *	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 11. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

11. Able to balance data privacy with increased demand for personalization

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	333 73%	228 76%	121 81% E	107 71%	105 68%	89 81%	232 71%	101 80%	14 37%	185 71% I	134 87% IJ	104 49%	229 95% L
5 - Describes my company very well	134 30%	90 30%	61 41% DE	29 19%	44 29%	39 35%	87 27%	47 37% G	4 11%	53 20%	77 50% IJ	19 9%	115 48% L
4	199 44%	138 46%	60 40%	78 52% CE	61 40%	50 45%	145 44%	54 43%	10 26%	132 50% IK	57 37%	85 40%	114 47%
3	104 23%	59 20%	23 15%	36 24%	45 29% CB	18 16%	81 25%	23 18%	16 42% JK	69 26% K	19 12%	91 43% M	13 5%
BOTTOM 2 BOX (NET)	17 4%	13 4%	6 4%	7 5%	4 3%	3 3%	14 4%	3 2%	8 21% JK	8 3%	1 1%	17 8% M	-
2	11 2%	9 3%	5 3%	4 3%	2 1%	3 3%	9 3%	2 2%	4 11% JK	6 2%	1 1%	11 5% M	-
1 - Does not describe my company well	6 1%	4 1%	1 1%	3 2%	2 1%	-	5 2%	1 1%	4 11% JK	2 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 12. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

12. Has never misused customer data in the past

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	338 74%	224 75%	118 79%	106 71%	114 74%	97 88% C	242 74%	96 76%	22 58%	185 71%	131 85% J	122 58%	216 89% L
5 - Describes my company very well	175 39%	121 40%	67 45%	54 36%	54 35%	58 53%	134 41%	41 32%	9 24%	88 34%	78 51% J	41 19%	134 55% L
4	163 36%	103 34%	51 34%	52 35%	60 39%	39 35%	108 33%	55 43% G	13 34%	97 37%	53 34%	81 38%	82 34%
3	88 19%	54 18%	22 15%	32 21%	34 22%	8 7%	64 20%	24 19%	9 24% K	62 24% K	17 11%	69 33% M	19 8%
BOTTOM 2 BOX (NET)	28 6%	22 7%	10 7%	12 8%	6 4%	5 5%	21 6%	7 6%	7 18% JK	15 6%	6 4%	21 10% M	7 3%
2	19 4%	14 5%	5 3%	9 6%	5 3%	3 3%	14 4%	5 4%	6 16% JK	10 4%	3 2%	15 7% M	4 2%
1 - Does not describe my company well	9 2%	8 3%	5 3%	3 2%	1 1%	2 2%	7 2%	2 2%	1 3%	5 2%	3 2%	6 3%	3 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_13. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

13. Able to differentiate from competitors based on providing a superior customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	319 70%	217 72%	114 76%	103 69%	102 66%	82 75%	222 68%	97 76%	18 47%	177 68%	124 81%	106 50%	213 88%
5 - Describes my company very well	123 27%	95 32% E	58 39% DE	37 25%	28 18%	35 32%	79 24%	44 35% G	5 13%	45 17%	73 47% IJ	16 8%	107 44% L
4	196 43%	122 41%	56 37%	66 44%	74 48%	47 43%	143 44%	53 42%	13 34%	132 50% K	51 33%	90 42%	106 44%
3	113 25%	68 23%	30 20%	38 25%	45 29%	24 22%	90 28% H	23 18%	10 26%	76 29% K	27 18%	85 40% M	28 12%
BOTTOM 2 BOX (NET)	22 5%	15 5%	6 4%	9 6%	7 5%	4 4%	15 5%	7 6%	10 26% JK	9 3%	3 2%	21 10% M	1 *
2	17 4%	10 3%	3 2%	7 5%	7 5%	3 3%	11 3%	6 5%	8 21% JK	7 3%	2 1%	16 8% M	1 *
1 - Does not describe my company well	5 1%	5 2%	3 2%	2 1%	-	1 1%	4 1%	1 1%	2 5% JK	2 1%	1 1%	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Overall Customer Experience Index Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1 - 25	2	1	-	1%	1%	-	1	1%	2 5%	-	-	2 1%	-
26 - 50	33 7%	20 7%	10 7%	10 7%	13 8%	7 6%	27 8%	6 5%	14 37% JK	13 5%	6 4%	33 16% M	-
51 - 75	205 45%	120 40%	49 33%	71 47% C	85 55% CB	46 42%	156 48%	49 39%	18 47% K	150 57% K	37 24%	177 83% M	28 12%
76 - 100	214 47%	159 53% E	91 61% DE	68 45%	55 36%	57 52%	143 44%	71 56% G	4 11%	99 38% I	111 72% IJ	-	214 88% L
MEAN	73.8	75.1 E	77.8 DE	72.4	71.4	75.2	72.8	76.4 G	54.7	71.5 I	82.4 IJ	60.8	85.2 L
STD. DEV.	15.24	15.58	15.55	15.19	14.28	14.18	15.10	15.34	17.75	12.20	13.52	10.60	7.55
STD. ERR.	0.72	0.90	1.27	1.24	1.15	1.35	0.83	1.36	2.88	0.75	1.09	0.73	0.49
MEDIAN	75	77	79	75	71	77	75	79	55	73	85	63	85
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Personalization Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	1	-	-	-	1%	-	-	1%	1	-	-	1	-
									3%				
									JK				
6-10	24	15	6	9	9	6	19	5	10	9	5	23	1
	5%	5%	4%	6%	6%	5%	6%	4%	26%	3%	3%	11%	*
									JK			M	
11-15	90	52	21	31	38	21	71	19	15	62	13	85	5
	20%	17%	14%	21%	25%	19%	22%	15%	39%	24%	8%	40%	2%
					C				JK	K		M	
16-20	165	100	50	50	65	34	122	43	8	123	34	92	73
	36%	33%	33%	33%	42%	31%	37%	34%	21%	47%	22%	43%	30%
										IK		M	
21-25	174	133	73	60	41	49	115	59	4	68	102	11	163
	38%	44%	49%	40%	27%	45%	35%	46%	11%	26%	66%	5%	67%
		E	E	E				G		I	IJ		L
MEAN	18.5	18.9	19.6	18.3	17.5	18.6	18.2	19.3	13.5	17.8	20.9	15.2	21.3
		E	DE					G		I	IJ		L
STD. DEV.	4.41	4.39	4.25	4.43	4.32	4.45	4.33	4.55	4.86	3.65	4.08	3.51	2.84
STD. ERR.	0.21	0.25	0.35	0.36	0.35	0.42	0.24	0.40	0.79	0.23	0.33	0.24	0.18
MEDIAN	19	19	19	19	19	19	19	19	14	19	21	15	21
Sigma	454	300	150	150	154	110	327	127	38	262	154	212	242
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Privacy Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	1	1	-	1	-	-	1	-	1	-	-	1	-
				1%					3%				
				JK									
1-5	1	1	-	1	-	-	1	-	-	1	-	1	-
				1%									
6-10	14	12	6	6	2	2	10	4	4	8	2	14	-
	3%	4%	4%	4%	1%	2%	3%	3%	11%	3%	1%	7%	-
									JK			M	
11-15	82	49	18	31	33	8	61	21	16	52	14	77	5
	18%	16%	12%	21%	21%	7%	19%	17%	42%	20%	9%	36%	2%
				C	C				JK	K		M	
16-20	137	81	41	40	56	37	96	41	9	93	35	83	54
	30%	27%	27%	27%	36%	34%	29%	32%	24%	35%	23%	39%	22%
					B				K	K		M	
21-25	219	156	85	71	63	63	158	61	8	108	103	36	183
	48%	52%	57%	47%	41%	57%	48%	48%	21%	41%	67%	17%	76%
		E	E						I	I	I	L	L
MEAN	19.0	19.2	19.8	18.5	18.8	20.4	18.9	19.2	15.4	18.4	21.0	16.1	21.6
			DE							I	I		L
STD. DEV.	4.27	4.44	4.33	4.47	3.91	3.64	4.36	4.05	4.93	3.93	3.74	3.81	2.65
STD. ERR.	0.20	0.26	0.35	0.37	0.32	0.35	0.24	0.36	0.80	0.24	0.30	0.26	0.17
MEDIAN	19	21	21	19	19	21	19	19	15	19	21	17	21
Sigma	454	300	150	150	154	110	327	127	38	262	154	212	242
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Omnichannel Dimension Score

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Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	3 1%	1	-	1 1%	2 1%	-	2 1%	1 1%	3 8% JK	-	-	3 1%	-
6-10	29 6%	20 7%	10 7%	10 7%	9 6%	10 9%	23 7%	6 5%	15 39% JK	10 4%	4 3%	29 14% M	-
11-15	92 20%	57 19%	23 15%	34 23%	35 23%	23 21%	70 21%	22 17%	6 16%	66 25% K	20 13%	87 41% M	5 2%
16-20	153 34%	88 29%	38 25%	50 33%	65 42% CB	28 25%	115 35%	38 30%	11 29%	109 42% K	33 21%	81 38%	72 30%
21-25	177 39%	134 45% E	79 53% DE	55 37%	43 28%	49 45%	117 36%	60 47% G	3 8%	77 29% I	97 63% IJ	12 6%	165 68% L
MEAN	18.2	18.6 E	19.2 DE	17.9	17.4	18.1	17.9	18.8 G	13.1	17.6 I	20.4 IJ	14.6	21.3 L
STD. DEV.	4.56	4.66	4.70	4.55	4.28	4.58	4.49	4.69	5.21	3.80	4.31	3.61	2.65
STD. ERR.	0.21	0.27	0.38	0.37	0.34	0.44	0.25	0.42	0.85	0.23	0.35	0.25	0.17
MEDIAN	19	19	21	19	17	19	19	19	14	19	21	15	21
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Customer Understanding Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	4 1%	3 1%	2 1%	1 1%	1 1%	1 1%	4 1%	-	3 8% JK	1 -	-	4 2% M	-
6-10	25 6%	16 5%	5 3%	11 7%	9 6%	8 7%	18 6%	7 6%	13 34% JK	9 3%	3 2%	25 12% M	-
11-15	88 19%	48 16%	22 15%	26 17%	40 26% CB	16 15%	68 21%	20 16%	11 29% K	59 23% K	18 12%	86 41% M	2 1%
16-20	179 39%	121 40%	50 33%	71 47% C	58 38%	44 40%	138 42%	41 32%	7 18%	125 48% IK	47 31%	88 42%	91 38%
21-25	158 35%	112 37%	71 47% DE	41 27%	46 30%	41 37%	99 30%	59 46% G	4 11%	68 26% I	86 56% IJ	9 4%	149 62% L
MEAN	18.2	18.4	19.1 DE	17.7	17.7	18.1	17.8	19.1 G	12.7	17.7 I	20.2 IJ	14.9	21.0 L
STD. DEV.	4.38	4.47	4.56	4.28	4.18	4.40	4.37	4.31	5.41	3.65	3.91	3.55	2.75
STD. ERR.	0.21	0.26	0.37	0.35	0.34	0.42	0.24	0.38	0.88	0.23	0.31	0.24	0.18
MEDIAN	19	19	19	19	19	19	19	19	13	19	21	15	21
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q310. In your opinion, which of the following "dimensions" of the customer experience is the most important to achieve or uphold?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Customer understanding - Having a complete view of the customer (i.e., knowing their preferences, behaviors, purchase patterns, anticipating their needs, etc.)	156 34%	93 31%	52 35%	41 27%	63 41% DB	47 43%	93 28%	63 50% G	17 45%	83 32%	56 36%	73 34%	83 34%
Privacy - Maintaining safeguards on personally identifiable customer information, being transparent with what data we are collecting and how it's being stored/used, and/or allowing consumers to set preferences or authorizations for what information is collected and how it is being used	153 34%	106 35%	49 33%	57 38%	47 31%	30 27%	118 36%	35 28%	9 24%	93 35%	51 33%	62 29%	91 38%
Personalization - Consistently delivering contextually relevant and individualized customer experiences	83 18%	61 20%	28 19%	33 22%	22 14%	14 13%	63 19%	20 16%	9 24%	49 19%	25 16%	47 22% M	36 15%
Omnichannel presence - Delivering a consistent customer experience across multiple channels and interaction touchpoints	60 13%	38 13%	21 14%	17 11%	22 14%	19 17%	51 16% H	9 7%	3 8%	35 13%	22 14%	28 13%	32 13%
Not sure	2 0%	2 1%	-	2 1%	-	-	2 1%	-	-	2 1%	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q605. Which industry category best describes your company's primary business?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Retail	318 70%	202 67%	112 75% DF	90 60%	116 75% D	-	235 72%	83 65%	22 58%	196 75% IK	100 65%	156 74%	162 67%
Consumer products/Consumer goods	68 15%	54 18% E	24 16% F	30 20% E	14 9%	-	41 13%	27 21% G	11 29% J	28 11%	29 19% J	26 12%	42 17%
Healthcare - insurance payer	37 8%	22 7%	11 7% F	11 7%	15 10%	-	27 8%	10 8%	2 5%	21 8%	14 9%	16 8%	21 9%
Travel and hospitality	31 7%	22 7%	3 2%	19 13% CE	9 6%	-	24 7%	7 6%	3 8%	17 6%	11 7%	14 7%	17 7%
Financial Services	-	-	-	-	-	110 100% C	-	-	-	-	-	-	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q606. Approximately what proportion of your company's business is considered "e-tail" (i.e., sells its products online directly to the end user)?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	318	202	112	90*	116	**	235	83*	22**	196	100	156	162
Weighted Base	318	202	112	90*	116	**	235	83*	22**	196	100	156	162
50% OR LESS (NET)	132 42%	91 45%	47 42%	44 49%	41 35%	-	99 42%	33 40%	12 55%	84 43%	36 36%	68 44%	64 40%
0%	1 0%	1 0%	-	1 1%	-	-	1 0%	-	-	1 1%	-	-	1 1%
1% - 25%	36 11%	27 13%	17 15%	10 11%	9 8%	-	23 10%	13 16%	7 32%	17 9%	12 12%	20 13%	16 10%
26% - 50%	95 30%	63 31%	30 27%	33 37%	32 28%	-	75 32%	20 24%	5 23%	66 34%	24 24%	48 31%	47 29%
51% OR MORE (NET)	186 58%	111 55%	65 58%	46 51%	75 65%	-	136 58%	50 60%	10 45%	112 57%	64 64%	88 56%	98 60%
51% - 75%	132 42%	80 40%	47 42%	33 37%	52 45%	-	97 41%	35 42%	8 36%	83 42%	41 41%	67 43%	65 40%
76% - 99%	41 13%	20 10%	11 10%	9 10%	21 18% B	-	30 13%	11 13%	2 9%	23 12%	16 16%	17 11%	24 15%
100%	13 4%	11 5%	7 6%	4 4%	2 2%	-	9 4%	4 5%	-	6 3%	7 7%	4 3%	9 6%
Sigma	318 100%	202 100%	112 100%	90 100%	116 100%	-	235 100%	83 100%	22 100%	196 100%	100 100%	156 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q610. Which of the following best describes your current title at your company?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
President, Partner, CEO, Chairman	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Digital Officer	36 8%	17 6%	10 7%	7 5%	19 12% DB	7 6%	23 7%	13 10%	1 3%	26 10%	9 6%	20 9%	16 7%
Chief Experience Officer	18 4%	8 3%	3 2%	5 3%	10 6% B	3 3%	13 4%	5 4%	3 8%	7 3%	8 5%	10 5%	8 3%
Chief Financial Officer	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Information Officer	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Innovation Officer	9 2%	7 2%	1 1%	6 4%	2 1%	5 5% C	6 2%	3 2%	1 3%	4 2%	4 3%	5 2%	4 2%
Chief Marketing Officer	40 9%	21 7%	9 6%	12 8%	19 12%	10 9%	24 7%	16 13%	-	26 10%	14 9%	16 8%	24 10%
Chief Operating Officer	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Technology Officer	37 8%	20 7%	9 6%	11 7%	17 11%	8 7%	32 10% H	5 4%	4 11%	25 10%	8 5%	15 7%	22 9%
Vice President, Executive VP, Senior VP	146 32%	119 40% E	56 37% E	63 42% E	27 18%	77 70% C	89 27%	57 45% G	8 21%	81 31%	57 37%	61 29%	85 35%
Director	168 37%	108 36%	62 41% F	46 31%	60 39%	-	140 43% H	28 22%	21 55% JK	93 35%	54 35%	85 40%	83 34%
Assistant Director	-	-	-	-	-	-	-	-	-	-	-	-	-
Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
None of these - other position not listed	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q615. You mentioned that your company's primary business industry is Financial Services. Which of the following sub-sectors of Financial Services best describes your company?

Base: All Qualified Respondents

	Industry					# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score		
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	.*	.**	.**	.**	.**	110	.**	.**	.**	.**	.**	.**	.**
Weighted Base	.*	.**	.**	.**	.**	110	.**	.**	.**	.**	.**	.**	.**
Investment Banking/Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Venture capital/Private Equity	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Planning	-	-	-	-	-	46 42%	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	20 18%	-	-	-	-	-	-	-
Commercial Banking	-	-	-	-	-	-	-	-	-	-	-	-	-
Retail Banking/Lending	-	-	-	-	-	44 40%	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	-	-	-	-	-	110 100%	-	-	-	-	-	-	-

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q616. Which of the following best describes the type of bank/lending institution you work for?

Base: All Qualified Respondents

	Industry					# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score		
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	.*	.**	.**	.**	.**	44*	.**	.**	.**	.**	.**	.**	.**
Weighted Base	.*	.**	.**	.**	.**	44*	.**	.**	.**	.**	.**	.**	.**
Large national bank	-	-	-	-	-	28 64%	-	-	-	-	-	-	-
Super regional bank	-	-	-	-	-	8 18%	-	-	-	-	-	-	-
Regional bank	-	-	-	-	-	4 9%	-	-	-	-	-	-	-
Digital/Online only bank	-	-	-	-	-	-	-	-	-	-	-	-	-
Credit union	-	-	-	-	-	-	-	-	-	-	-	-	-
Credit card company	-	-	-	-	-	1 2%	-	-	-	-	-	-	-
Direct to consumer lending company	-	-	-	-	-	2 5%	-	-	-	-	-	-	-
Student loan financing companies	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	1 2%	-	-	-	-	-	-	-
Sigma	-	-	-	-	-	44 100%	-	-	-	-	-	-	-

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q620. Which of the following, if any, are you responsible for at your company?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Customer relationship management	269 59%	183 61%	104 69% DEF	79 53%	86 56%	62 56%	190 58%	79 62%	22 58%	152 58%	95 62%	113 53%	156 64% L
Customer experience, customer strategy, customer innovation, customer engagement	264 58%	168 56%	91 61% F	77 51%	96 62%	50 45%	198 61%	66 52%	23 61%	157 60%	84 55%	122 58%	142 59%
Customer insight & analytics	232 51%	146 49%	77 51%	69 46%	86 56%	51 46%	179 55% H	53 42%	19 50%	143 55%	70 45%	110 52%	122 50%
Marketing technology (MarTech)	229 50%	143 48%	63 42%	80 53%	86 56% C	37 34%	165 50%	64 50%	16 42%	140 53%	73 47%	98 46%	131 54%
Digital transformation	224 49%	140 47%	66 44%	74 49%	84 55%	39 35%	167 51%	57 45%	14 37%	138 53%	72 47%	103 49%	121 50%
Operations	186 41%	117 39%	56 37%	61 41%	69 45%	38 35%	140 43%	46 36%	12 32%	120 46% K	54 35%	85 40%	101 42%
Acquisition marketing management (excluding social media marketing)	182 40%	112 37%	56 37% F	56 37%	70 45%	26 24%	136 42%	46 36%	12 32%	107 41%	63 41%	78 37%	104 43%
Advertising, public relations, or corporate communications	168 37%	110 37%	47 31%	63 42%	58 38%	23 21%	122 37%	46 36%	10 26%	101 39%	57 37%	67 32%	101 42% L
Loyalty management	157 35%	106 35%	56 37% F	50 33%	51 33%	22 20%	118 36%	39 31%	8 21%	107 41% IK	42 27%	71 33%	86 36%
Omnichannel marketing strategy and optimization	153 34%	96 32%	54 36% F	42 28%	57 37%	25 23%	119 36%	34 27%	4 11%	98 37% J	51 33% I	65 31%	88 36%
Retention management	138 30%	91 30%	53 35%	38 25%	47 31%	30 27%	103 31%	35 28%	9 24%	85 32%	44 29%	55 26%	83 34%
Finance	135 30%	84 28%	37 25%	47 31%	51 33%	53 48% C	96 29%	39 31%	6 16%	84 32% I	45 29%	50 24%	85 35% L
Distribution/warehousing or shipping/receiving	128 28%	82 27%	44 29% F	38 25%	46 30%	18 16%	94 29%	34 27%	4 11%	76 29% I	48 31% I	48 23%	80 33% L
Human resources	126 28%	82 27%	41 27%	41 27%	44 29%	21 19%	94 29%	32 25%	9 24%	82 31%	35 23%	50 24%	76 31%
None of these	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	2591 571%	1660 553%	845 563%	815 543%	931 605%	495 450%	1921 587%	670 528%	168 442%	1590 607%	833 541%	1115 526%	1476 610%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q620. Which of the following, if any, are you responsible for at your company?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q625. What are your company's total assets/revenues for the last fiscal year?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	300	300	150	150	-**	110	221	79*	21**	172	107	121	179
Weighted Base	300	300	150	150	-**	110	221	79*	21**	172	107	121	179
Less than \$1 million	-	-	-	-	-	-	-	-	-	-	-	-	-
\$1 million to less than \$5 million	-	-	-	-	-	-	-	-	-	-	-	-	-
\$5 million to less than \$10 million	-	-	-	-	-	-	-	-	-	-	-	-	-
\$10 million to less than \$50 million	-	-	-	-	-	-	-	-	-	-	-	-	-
\$50 million to less than \$200 million	-	-	-	-	-	-	-	-	-	-	-	-	-
\$200 million to less than \$500 million	4 1%	4 1%	1 1%	3 2%	-	-	4 2%	-	1 5%	2 1%	1 1%	2 2%	2 1%
\$500 million to less than \$750 million	112 37%	112 37%	56 37%	56 37%	-	39 35%	82 37%	30 38%	7 33%	57 33%	48 45%	45 37%	67 37%
\$750 million to less than \$1 billion	83 28%	83 28%	41 27%	42 28%	-	19 17%	61 28%	22 28%	5 24%	47 27%	31 29%	34 28%	49 27%
\$1 billion to less than \$5 billion	62 21%	62 21%	31 21%	31 21%	-	21 19%	45 20%	17 22%	4 19%	48 28% K	10 9%	27 22%	35 20%
\$5 billion to less than \$10 billion	24 8%	24 8%	13 9%	11 7%	-	13 12%	19 9%	5 6%	4 19%	11 6%	9 8%	7 6%	17 9%
\$10 billion or more	15 5%	15 5%	8 5%	7 5%	-	18 16% C	10 5%	5 6%	-	7 4%	8 7%	6 5%	9 5%
Sigma	300 100%	300 100%	150 100%	150 100%	-	110 100%	221 100%	79 100%	21 100%	172 100%	107 100%	121 100%	179 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q625. What are your company's total assets/revenues for the last fiscal year?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	154	**	**	**	154	**	106	48*	17**	90*	47*	91*	63*
Weighted Base	154	**	**	**	154	**	106	48*	17**	90*	47*	91*	63*
Less than £1 million	-	-	-	-	-	-	-	-	-	-	-	-	-
£1 million to less than £5 million	-	-	-	-	-	-	-	-	-	-	-	-	-
£5 million to less than £10 million	-	-	-	-	-	-	-	-	-	-	-	-	-
£10 million to less than £50 million	-	-	-	-	-	-	-	-	-	-	-	-	-
£50 million to less than £200 million	-	-	-	-	-	-	-	-	-	-	-	-	-
£200 million to less than £500 million	9 6%	-	-	-	9 6%	-	6 6%	3 6%	-	7 8%	2 4%	7 8%	2 3%
£500 million to less than £750 million	53 34%	-	-	-	53 34%	-	39 37%	14 29%	5 29%	36 40%	12 26%	35 38%	18 29%
£750 million to less than £1 billion	31 20%	-	-	-	31 20%	-	18 17%	13 27%	2 12%	17 19%	12 26%	18 20%	13 21%
£1 billion to less than £5 billion	34 22%	-	-	-	34 22%	-	26 25%	8 17%	6 35%	17 19%	11 23%	20 22%	14 22%
£5 billion to less than £10 billion	15 10%	-	-	-	15 10%	-	10 9%	5 10%	1 6%	6 7%	8 17%	3 3%	12 19%
£10 billion or more	12 8%	-	-	-	12 8%	-	7 7%	5 10%	3 18%	7 8%	2 4%	8 9%	4 6%
Sigma	154 100%	-	-	-	154 100%	-	106 100%	48 100%	17 100%	90 100%	47 100%	91 100%	63 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q900. Across all locations, approximately how many total employees work for your company or organization? If you are not sure, please provide your best estimate.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	453	299	150	149	154	110	326	127	38*	261	154	212	241
Weighted Base	453	299	150	149	154	110	326	127	38*	261	154	212	241
1	-	-	-	-	-	-	-	-	-	-	-	-	-
2 to 4	-	-	-	-	-	-	-	-	-	-	-	-	-
5 to 9	-	-	-	-	-	-	-	-	-	-	-	-	-
10 to 24	-	-	-	-	-	-	-	-	-	-	-	-	-
25 to 49	1*	1*	-	1%	-	-	1*	-	1 JK	3%	-	1*	-
50 to 99	7 2%	6 2%	1 1%	5 3%	1 1%	-	5 2%	2 2%	-	6 2%	1 1%	4 2%	3 1%
100 to 249	15 3%	8 3%	8 5% D	-	7 5% D	2 2%	11 3%	4 3%	1 3%	10 4%	4 3%	8 4%	7 3%
250 to 499	36 8%	27 9%	22 15% DE	5 3%	9 6%	15 14%	18 6%	18 14% G	2 5%	11 4%	23 15% J	10 5%	26 11% L
500 to 999	62 14%	37 12%	13 9%	24 16%	25 16% C	18 16%	40 12%	22 17%	7 18%	37 14%	18 12%	31 15%	31 13%
1,000 to 2,499	109 24%	73 24%	35 23%	38 26%	36 23%	15 14%	90 28% H	19 15%	4 11%	71 27% I	34 22%	52 25%	57 24%
2,500 to 4,999	61 13%	43 14%	23 15%	20 13%	18 12%	10 9%	47 14%	14 11%	5 13%	33 13%	23 15%	22 10%	39 16%
5,000 to 9,999	73 16%	52 17%	22 15%	30 20%	21 14%	8 7%	53 16%	20 16%	9 24%	43 16%	21 14%	33 16%	40 17%
10,000 to 14,999	21 5%	9 3%	4 3%	5 3%	12 8% CB	9 8% C	15 5%	6 5%	3 8%	13 5%	5 3%	13 6%	8 3%
15,000 to 19,999	17 4%	10 3%	3 2%	7 5%	7 5%	7 6%	12 4%	5 4%	-	10 4%	7 5%	6 3%	11 5%
20,000+	51 11%	33 11%	19 13%	14 9%	18 12%	26 24% C	34 10%	17 13%	6 16%	27 10%	18 12%	32 15% M	19 8%
Sigma	453 100%	299 100%	150 100%	149 100%	154 100%	110 100%	326 100%	127 100%	38 100%	261 100%	154 100%	212 100%	241 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q900. Across all locations, approximately how many total employees work for your company or organization? If you are not sure, please provide your best estimate.

Base: All Qualified Respondents

	Industry					# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score		
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Weighted Base	453	299	150	149	154	110	326	127	38*	261	154	212	241

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q905. What is the approximate size of your global marketing team? If you are not sure, please provide your best estimate.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Less than 10	8 2%	6 2%	2 1%	4 3%	2 1%	2 2%	8 2%	-	1 3%	4 2%	3 2%	4 2%	4 2%
10-30	65 14%	47 16%	19 13%	28 19%	18 12%	12 11%	57 17% H	8 6%	8 21% K	45 17% K	12 8%	40 19% M	25 10%
31-50	104 23%	72 24%	37 25% F	35 23%	32 21%	16 15%	77 24%	27 21%	7 18%	52 20%	45 29% J	45 21%	59 24%
51-100	127 28%	84 28%	40 27%	44 29%	43 28%	34 31%	91 28%	36 28%	9 24%	77 29%	41 27%	57 27%	70 29%
101-200	76 17%	45 15%	25 17%	20 13%	31 20%	17 15%	55 17%	21 17%	6 16%	50 19%	20 13%	35 17%	41 17%
201-300	30 7%	16 5%	9 6%	7 5%	14 9%	9 8%	14 4%	16 13% G	4 11%	16 6%	10 6%	15 7%	15 6%
301+	44 10%	30 10%	18 12%	12 8%	14 9%	20 18%	25 8%	19 15% G	3 8%	18 7%	23 15% J	16 8%	28 12%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q910. Which of the following types of customers does your company serve?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Both B2C and B2B	294 65%	183 61%	86 57%	97 65%	111 72% CB	76 69%	218 67%	76 60%	25 66%	172 66%	97 63%	137 65%	157 65%
B2C (consumers) only	119 26%	84 28%	41 27% F	43 29%	35 23%	12 11%	96 29% H	23 18%	9 24%	73 28%	37 24%	61 29%	58 24%
B2B (businesses) only	41 9%	33 11% E	23 15% DE	10 7%	8 5%	22 20%	13 4%	28 22% G	4 11%	17 6%	20 13% J	14 7%	27 11%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q915. In which of the following regions does your company operate?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
North America	345 76%	278 93% E	139 93% E	139 93% E	67 44%	94 85%	262 80% H	83 65%	25 66%	206 79%	114 74%	156 74%	189 78%
Europe	231 51%	81 27%	40 27%	41 27%	150 97% CDB	30 27%	168 51%	63 50%	23 61%	132 50%	76 49%	119 56% M	112 46%
Asia-Pacific	78 17%	52 17%	21 14%	31 21%	26 17%	19 17%	54 17%	24 19%	8 21%	47 18%	23 15%	33 16%	45 19%
South America	64 14%	53 18% E	33 22% E	20 13%	11 7%	27 25%	36 11%	28 22% G	5 13%	32 12%	27 18%	23 11%	41 17%
Middle East	48 11%	29 10%	14 9%	15 10%	19 12%	19 17%	24 7%	24 19% G	5 13%	21 8%	22 14% J	19 9%	29 12%
Africa	23 5%	13 4%	2 1%	11 7% C	10 6% C	8 7% C	12 4%	11 9% G	2 5%	9 3%	12 8%	13 6%	10 4%
Sigma	789 174%	506 169%	249 166%	257 171%	283 184%	197 179%	556 170%	233 183%	68 179%	447 171%	274 178%	363 171%	426 176%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

GENDER: What is your gender?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Male	285 63%	192 64%	97 65%	95 63%	93 60%	68 62%	208 64%	77 61%	23 61%	166 63%	96 62%	143 67%	142 59%
Female	169 37%	108 36%	53 35%	55 37%	61 40%	42 38%	119 36%	50 39%	15 39%	96 37%	58 38%	69 33%	100 41%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

AGE: What is your age?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
18-34	205 45%	127 42%	53 35%	74 49% C	78 51% C	41 37%	143 44%	62 49%	14 37%	125 48%	66 43%	99 47%	106 44%
35-49	200 44%	138 46%	75 50%	63 42%	62 40%	50 45%	151 46%	49 39%	19 50%	108 41%	73 47%	90 42%	110 45%
50+	49 11%	35 12%	22 15%	13 9%	14 9%	19 17%	33 10%	16 13%	5 13%	29 11%	15 10%	23 11%	26 11%
MEAN	36.9	37.5 E	38.9 DE	36.2	35.6	39.9	37.0	36.7	38.9	36.6	36.8	36.2	37.5
STD. DEV.	9.37	9.44	9.58	9.14	9.14	11.60	9.05	10.20	10.57	9.34	9.13	9.54	9.19
STD. ERR.	0.44	0.54	0.78	0.75	0.74	1.11	0.50	0.91	1.71	0.58	0.74	0.66	0.59
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

COUNTRY: In which country or region do you currently reside?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Canada	150 33%	150 50% E	-	150 100% CE	-	-	124 38% H	26 20%	10 26%	105 40% K	35 23%	69 33%	81 33%
United Kingdom	154 34%	-	-	-	154 100% CDB	-	106 32%	48 38%	17 45%	90 34%	47 31%	91 43% M	63 26%
United States of America	150 33%	150 50% E	150 100% DE	-	-	110 100%	97 30%	53 42% G	11 29%	67 26%	72 47% IJ	52 25%	98 40% L
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

EMPLOYMENT: Which of the following best describes your employment status?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
EMPLOYED (NET)	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%
Employed full time	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. *small base

Q605. Which industry category best describes your company's primary business?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Retail	318 70%	202 67%	112 75% DF	90 60%	116 75% D	-	235 72%	83 65%	22 58%	196 75% IK	100 65%	156 74%	162 67%
Consumer products/Consumer goods	68 15%	54 18% E	24 16% F	30 20% E	14 9%	-	41 13%	27 21% G	11 29% J	28 11%	29 19% J	26 12%	42 17%
Healthcare - insurance payer	37 8%	22 7%	11 7% F	11 7%	15 10%	-	27 8%	10 8%	2 5%	21 8%	14 9%	16 8%	21 9%
Travel and hospitality	31 7%	22 7%	3 2%	19 13% CE	9 6%	-	24 7%	7 6%	3 8%	17 6%	11 7%	14 7%	17 7%
Financial Services	-	-	-	-	-	110 100% C	-	-	-	-	-	-	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q606. Approximately what proportion of your company's business is considered "e-tail" (i.e., sells its products online directly to the end user)?

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Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	318	202	112	90*	116	**	235	83*	22**	196	100	156	162
Weighted Base	318	202	112	90*	116	**	235	83*	22**	196	100	156	162
50% OR LESS (NET)	132 42%	91 45%	47 42%	44 49%	41 35%	-	99 42%	33 40%	12 55%	84 43%	36 36%	68 44%	64 40%
0%	1 1%	1 1%	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%
1% - 25%	36 11%	27 13%	17 15%	10 11%	9 8%	-	23 10%	13 16%	7 32%	17 9%	12 12%	20 13%	16 10%
26% - 50%	95 30%	63 31%	30 27%	33 37%	32 28%	-	75 32%	20 24%	5 23%	66 34%	24 24%	48 31%	47 29%
51% OR MORE (NET)	186 58%	111 55%	65 58%	46 51%	75 65%	-	136 58%	50 60%	10 45%	112 57%	64 64%	88 56%	98 60%
51% - 75%	132 42%	80 40%	47 42%	33 37%	52 45%	-	97 41%	35 42%	8 36%	83 42%	41 41%	67 43%	65 40%
76% - 99%	41 13%	20 10%	11 10%	9 10%	21 18% B	-	30 13%	11 13%	2 9%	23 12%	16 16%	17 11%	24 15%
100%	13 4%	11 5%	7 6%	4 4%	2 2%	-	9 4%	4 5%	-	6 3%	7 7%	4 3%	9 6%
Sigma	318 100%	202 100%	112 100%	90 100%	116 100%	-	235 100%	83 100%	22 100%	196 100%	100 100%	156 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q1005. How would you rate each of the following areas in your industry?

SUMMARY TABLE OF EXCELLENT (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to keep up with changing customer expectations	151 33%	112 37% E	68 45% DE	44 29%	39 25%	44 40%	87 27%	64 50% G	2 5%	49 19% I	100 65% J	31 15%	120 50% L
Implementation of new customer engagement technologies	136 30%	91 30%	59 39% D	32 21%	45 29%	52 47%	78 24%	58 46% G	2 5%	51 19% I	83 54% J	33 16%	103 43% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005. How would you rate each of the following areas in your industry?

SUMMARY TABLE OF EXCELLENT/GOOD (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Implementation of new customer engagement technologies	390 86%	264 88%	136 91% E	128 85%	126 82%	96 87%	274 84%	116 91% G	14 37%	228 87% I	148 96% J	167 79%	223 92% L
The ability to keep up with changing customer expectations	389 86%	261 87%	132 88%	129 86%	128 83%	102 93%	274 84%	115 91%	15 39%	227 87% I	147 95% J	166 78%	223 92% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005. How would you rate each of the following areas in your industry?

SUMMARY TABLE OF FAIR/POOR (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to keep up with changing customer expectations	65 14%	39 13%	18 12%	21 14%	26 17%	8 7%	53 16%	12 9%	23 61% JK	35 13% K	7 5%	46 22% M	19 8%
Implementation of new customer engagement technologies	64 14%	36 12%	14 9%	22 15%	28 18% C	14 13%	53 16% H	11 9%	24 63% JK	34 13% K	6 4%	45 21% M	19 8%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

**Q1005_1. How would you rate each of the following areas in your industry?
 1. Implementation of new customer engagement technologies**

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	390 86%	264 88%	136 91% E	128 85%	126 82%	96 87%	274 84%	116 91% G	14 37%	228 87% I	148 96% J	167 79%	223 92% L
Excellent	136 30%	91 30%	59 39% D	32 21%	45 29%	52 47%	78 24%	58 46% G	2 5%	51 19% I	83 54% J	33 16%	103 43% L
Good	254 56%	173 58%	77 51%	96 64% CE	81 53%	44 40%	196 60% H	58 46%	12 32%	177 68% IK	65 42%	134 63% M	120 50%
BOTTOM 2 BOX (NET)	64 14%	36 12%	14 9%	22 15%	28 18% C	14 13%	53 16% H	11 9%	24 63% JK	34 13% K	6 4%	45 21% M	19 8%
Fair	59 13%	32 11%	10 7% D	22 15% C	27 18% CB	14 13%	48 15%	11 9%	20 53% JK	33 13% K	6 4%	40 19% M	19 8%
Poor	5 1%	4 1%	4 3% D	-	1 1%	-	5 2%	-	4 11% JK	1 *	-	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q1005_2. How would you rate each of the following areas in your industry?
 2. The ability to keep up with changing customer expectations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	389 86%	261 87%	132 88%	129 86%	128 83%	102 93%	274 84%	115 91%	15 39%	227 87% I	147 95% J	166 78%	223 92% L
Excellent	151 33%	112 37% E	68 45% DE	44 29%	39 25%	44 40%	87 27%	64 50% G	2 5%	49 19% I	100 65% J	31 15%	120 50% L
Good	238 52%	149 50%	64 43%	85 57% C	89 58% C	58 53%	187 57% H	51 40%	13 34%	178 68% IK	47 31%	135 64% M	103 43%
BOTTOM 2 BOX (NET)	65 14%	39 13%	18 12%	21 14%	26 17%	8 7%	53 16%	12 9%	23 61% JK	35 13% K	7 5%	46 22% M	19 8%
Fair	56 12%	35 12%	18 12%	17 11%	21 14%	7 6%	47 14% H	9 7%	17 45% JK	32 12% K	7 5%	38 18% M	18 7%
Poor	9 2%	4 1%	-	4 3% C	5 3% C	1 1%	6 2%	3 2%	6 16% JK	3 1%	-	8 4% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q100. How would you rate your company's ability to deliver an exceptional customer experience?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	416 92%	279 93%	139 93%	140 93%	137 89%	104 95%	300 92%	116 91%	-	262 100%	154 100%	179 84%	237 98%
Excellent	154 34%	107 36%	72 48% DE	35 23%	47 31%	62 56%	95 29%	59 46% G	-	-	154 100%	37 17%	117 48% L
Good	262 58%	172 57%	67 45%	105 70% CE	90 58% C	42 38%	205 63% H	57 45%	-	262 100% IK	-	142 67% M	120 50%
BOTTOM 2 BOX (NET)	38 8%	21 7%	11 7%	10 7%	17 11%	6 5%	27 8%	11 9%	38 100% JK	-	-	33 16% M	5 2%
Fair	35 8%	19 6%	10 7%	9 6%	16 10%	6 5%	24 7%	11 9%	35 92% JK	-	-	30 14% M	5 2%
Poor	3 1%	2 1%	1 1%	1 1%	1 1%	-	3 1%	-	3 8% JK	-	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	431 95%	283 94%	140 93%	143 95%	148 96%	108 98%	308 94%	123 97%	37 97%	254 97% K	140 91%	207 98% M	224 93%
Real-time Engagement - Being able to engage with customers in real-time (i.e., at the right moment, with the speed and frequency they want or need)	229 50%	151 50%	77 51%	74 49%	78 51%	50 45%	164 50%	65 51%	17 45%	150 57% K	62 40%	114 54%	115 48%
Customer understanding - Having a complete view of the customer (i.e., knowing their preferences, behaviors, purchase patterns, anticipating their needs, etc.)	218 48%	145 48%	75 50%	70 47%	73 47%	61 55%	150 46%	68 54%	22 58%	125 48%	71 46%	99 47%	119 49%
Personalization - Consistently delivering contextually relevant and individualized customer experiences	200 44%	126 42%	66 44%	60 40%	74 48%	50 45%	143 44%	57 45%	21 55% K	128 49% K	51 33%	93 44%	107 44%
Privacy - Maintaining safeguards on personally identifiable customer information, being transparent with what data we are collecting and how it's being stored/used, and/or allowing consumers to set preferences or authorizations for what information is collected and how it is being used	198 44%	123 41%	63 42%	60 40%	75 49%	45 41%	133 41%	65 51% G	15 39%	112 43%	71 46%	84 40%	114 47%
Single Customer View - Maintaining a comprehensive, up-to-date record of the customer using all available data sources (1st, 2nd & 3rd party data)	167 37%	108 36%	59 39%	49 33%	59 38%	31 28%	99 30%	68 54% G	18 47%	89 34%	60 39%	71 33%	96 40%
Omnichannel presence - Delivering a consistent customer experience across multiple channels and interaction touchpoints	156 34%	96 32%	56 37% D	40 27%	60 39% D	45 41%	116 35%	40 31%	16 42%	80 31%	60 39%	77 36%	79 33%
Other, please specify	1	1	-	1 1%	-	2 2%	1	-	-	-	1 1%	-	1

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
None	19 4%	13 4%	9 6%	4 3%	6 4%	2 2%	15 5%	4 3%	1 3%	6 2%	12 8%	3 1%	16 7%
Not sure	4 1%	4 1%	1 1%	3 2%	-	-	4 1%	-	-	2 1%	2 1%	2 1%	2 1%
Sigma	1192 263%	767 256%	406 271%	361 241%	425 276%	286 260%	825 252%	367 289%	110 289%	692 264%	390 253%	543 256%	649 268%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q107. How well is your company able to execute on its customer experience strategy?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	441 97%	292 97%	148 99%	144 96%	149 97%	110 100%	317 97%	124 98%	29 76%	258 98%	154 100%	199 94%	242 100%
Very well	169 37%	122 41% E	76 51% DE	46 31%	47 31%	57 52%	112 34%	57 45% G	2 5%	63 24% I	104 68% J	38 18%	131 54% L
Somewhat well	272 60%	170 57%	72 48%	98 65% C	102 66% CB	53 48%	205 63%	67 53%	27 71% K	195 74% K	50 32%	161 76% M	111 46%
BOTTOM 2 BOX (NET)	13 3%	8 3%	2 1%	6 4%	5 3%	-	10 3%	3 2%	9 24% JK	4 2%	-	13 6% M	-
Not very well	12 3%	8 3%	2 1%	6 4%	4 3%	-	9 3%	3 2%	9 24% JK	3 1%	-	12 6% M	-
Not at all well	1 *	-	-	-	1 1%	-	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115A. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

1. Past year

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
No change in closing the gap	42 11%	28 11%	13 10%	15 12%	14 10%	11 11%	30 11%	12 10%	15 41% JK	24 10% K	3 2%	29 14% M	13 7%
CHANGE IN CLOSING THE GAP (NET)	345 86%	224 86%	116 88%	108 84%	121 87%	86 83%	242 85%	103 89%	20 54%	205 86% I	120 95% IJ	167 83%	178 90% L
Some improvement in closing the gap	177 44%	108 41%	47 36%	61 47%	69 50% C	36 35%	131 46%	46 40%	15 41%	115 49% K	47 37%	103 51% M	74 37%
Very close to closing the gap	168 42%	116 44%	69 52% DE	47 36%	52 37%	50 49%	111 39%	57 49%	5 14%	90 38% I	73 58% IJ	64 32%	104 53% L
Not sure	13 3%	9 3%	3 2%	6 5%	4 3%	6 6%	12 4%	1 1%	2 5%	8 3%	3 2%	6 3%	7 4%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115B. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

2. Past 5 years

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
No change in closing the gap	70 18%	40 15%	26 20% D	14 11%	30 22% D	11 11%	49 17%	21 18%	14 38% JK	34 14%	22 17%	47 23% M	23 12%
CHANGE IN CLOSING THE GAP (NET)	308 77%	210 80% E	102 77%	108 84% E	98 71%	88 85%	215 76%	93 80%	20 54%	192 81% I	96 76% I	146 72%	162 82% L
Some improvement in closing the gap	186 47%	126 48%	65 49%	61 47%	60 43%	63 61%	127 45%	59 51%	17 46%	119 50%	50 40%	94 47%	92 46%
Very close to closing the gap	122 31%	84 32%	37 28%	47 36%	38 27%	25 24%	88 31%	34 29%	3 8%	73 31% I	46 37% I	52 26%	70 35% L
Not sure	22 6%	11 4%	4 3%	7 5%	11 8%	4 4%	20 7% H	2 2%	3 8%	11 5%	8 6%	9 4%	13 7%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q115A_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

1. Past year - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
No change in closing the gap	4 5%	2 4%	2 7%	-	2 6%	4 16%	3 5%	1 4%	1 14%	3 7%	-	3 7%	1 3%
CHANGE IN CLOSING THE GAP (NET)	79 95%	49 96%	26 93%	23 100%	30 94%	20 80%	57 95%	22 96%	6 86%	41 93%	32 100%	40 93%	39 98%
Some improvement in closing the gap	40 48%	24 47%	10 36%	14 61%	16 50%	8 32%	31 52%	9 39%	6 86%	20 45%	14 44%	23 53%	17 43%
Very close to closing the gap	39 47%	25 49%	16 57%	9 39%	14 44%	12 48%	26 43%	13 57%	-	21 48%	18 56%	17 40%	22 55%
Not sure	-	-	-	-	-	1 4%	-	-	-	-	-	-	-
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 178

2. Past year - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
No change in closing the gap	3 6%	2 6%	1 5%	1 6%	1 6%	1 6%	2 6%	1 5%	-	3 10%	-	3 12%	-
CHANGE IN CLOSING THE GAP (NET)	50 93%	33 92%	18 95%	15 88%	17 94%	14 88%	32 91%	18 95%	5 83%	28 90%	17 100%	21 84%	29 100%
Some improvement in closing the gap	26 48%	16 44%	7 37%	9 53%	10 56%	6 38%	20 57%	6 32%	2 33%	17 55%	7 41%	16 64%	10 34%
Very close to closing the gap	24 44%	17 47%	11 58%	6 35%	7 39%	8 50%	12 34%	12 63%	3 50%	11 35%	10 59%	5 20%	19 66%
Not sure	1 2%	1 3%	-	1 6%	-	1 6%	1 3%	-	1 17%	-	-	1 4%	-
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 179

3. Past year - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
No change in closing the gap	9 12%	6 13%	1 4%	5 22%	3 10%	1 7%	6 12%	3 13%	4 50%	5 12%	-	6 19%	3 7%
CHANGE IN CLOSING THE GAP (NET)	64 85%	39 85%	21 91%	18 78%	25 86%	11 73%	44 85%	20 87%	4 50%	35 83%	25 100%	24 75%	40 93%
Some improvement in closing the gap	32 43%	18 39%	7 30%	11 48%	14 48%	4 27%	23 44%	9 39%	2 25%	22 52%	8 32%	17 53%	15 35%
Very close to closing the gap	32 43%	21 46%	14 61%	7 30%	11 38%	7 47%	21 40%	11 48%	2 25%	13 31%	17 68%	7 22%	25 58%
Not sure	2 3%	1 2%	1 4%	-	1 3%	3 20%	2 4%	-	-	2 5%	-	2 6%	-
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 180

4. Past year - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
No change in closing the gap	14 13%	8 12%	4 12%	4 13%	6 13%	4 13%	9 11%	5 15%	3 43%	8 11%	3 9%	7 12%	7 13%
CHANGE IN CLOSING THE GAP (NET)	96 86%	57 86%	30 88%	27 84%	39 85%	27 87%	68 86%	28 85%	3 43%	62 87%	31 91%	50 86%	46 85%
Some improvement in closing the gap	50 45%	28 42%	14 41%	14 44%	22 48%	11 35%	33 42%	17 52%	3 43%	35 49%	12 35%	32 55% M	18 33%
Very close to closing the gap	46 41%	29 44%	16 47%	13 41%	17 37%	16 52%	35 44%	11 33%	-	27 38%	19 56%	18 31%	28 52% L
Not sure	2 2%	1 2%	-	1 3%	1 2%	-	2 3%	-	1 14%	1 1%	-	1 2%	1 2%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 181

5. Past year - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
No change in closing the gap	11 15%	9 15%	4 15%	5 15%	2 14%	-	9 16%	2 11%	6 75%	5 10%	-	9 21%	2 6%
CHANGE IN CLOSING THE GAP (NET)	54 74%	44 75%	20 77%	24 73%	10 71%	13 93%	39 71%	15 83%	2 25%	38 79%	14 82%	31 74%	23 74%
Some improvement in closing the gap	28 38%	21 36%	9 35%	12 36%	7 50%	6 43%	23 42%	5 28%	2 25%	20 42%	6 35%	15 36%	13 42%
Very close to closing the gap	26 36%	23 39%	11 42%	12 36%	3 21%	7 50%	16 29%	10 56%	-	18 38%	8 47%	16 38%	10 32%
Not sure	8 11%	6 10%	2 8%	4 12%	2 14%	1 7%	7 13%	1 6%	-	5 10%	3 18%	2 5%	6 19%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115A_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 182

6. Past year - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
No change in closing the gap	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
CHANGE IN CLOSING THE GAP (NET)	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Some improvement in closing the gap	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
Very close to closing the gap	1 33%	1 33%	1 50%	-	-	-	1 33%	-	-	-	1 100%	1 50%	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. *small base; **very small base (under 30) ineligible for sig testing

Q115B_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 183

1. Past 5 years - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
No change in closing the gap	14 17%	10 20%	6 21%	4 17%	4 13%	4 16%	10 17%	4 17%	3 43%	5 11%	6 19%	7 16%	7 18%
CHANGE IN CLOSING THE GAP (NET)	66 80%	40 78%	21 75%	19 83%	26 81%	21 84%	47 78%	19 83%	4 57%	38 86%	24 75%	35 81%	31 78%
Some improvement in closing the gap	43 52%	25 49%	12 43%	13 57%	18 56%	16 64%	31 52%	12 52%	3 43%	27 61%	13 41%	25 58%	18 45%
Very close to closing the gap	23 28%	15 29%	9 32%	6 26%	8 25%	5 20%	16 27%	7 30%	1 14%	11 25%	11 34%	10 23%	13 33%
Not sure	3 4%	1 2%	1 4%	-	2 6%	-	3 5%	-	-	1 2%	2 6%	1 2%	2 5%
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 184

2. Past 5 years - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
No change in closing the gap	10 19%	5 14%	3 16%	2 12%	5 28%	4 25%	7 20%	3 16%	2 33%	4 13%	4 24%	8 32%	2 7%
CHANGE IN CLOSING THE GAP (NET)	39 72%	29 81%	15 79%	14 82%	10 56%	11 69%	25 71%	14 74%	3 50%	26 84%	10 59%	15 60%	24 83%
Some improvement in closing the gap	22 41%	15 42%	10 53%	5 29%	7 39%	9 56%	13 37%	9 47%	3 50%	14 45%	5 29%	8 32%	14 48%
Very close to closing the gap	17 31%	14 39%	5 26%	9 53%	3 17%	2 13%	12 34%	5 26%	-	12 39%	5 29%	7 28%	10 34%
Not sure	5 9%	2 6%	1 5%	1 6%	3 17%	1 6%	3 9%	2 11%	1 17%	1 3%	3 18%	2 8%	3 10%
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 185

3. Past 5 years - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
No change in closing the gap	13 17%	5 11%	3 13%	2 9%	8 28%	1 7%	10 19%	3 13%	2 25%	9 21%	2 8%	9 28% M	4 9%
CHANGE IN CLOSING THE GAP (NET)	60 80%	40 87%	20 87%	20 87%	20 69%	11 73%	40 77%	20 87%	6 75%	32 76%	22 88%	22 69%	38 88% L
Some improvement in closing the gap	32 43%	22 48%	13 57%	9 39%	10 34%	7 47%	20 38%	12 52%	4 50%	16 38%	12 48%	12 38%	20 47%
Very close to closing the gap	28 37%	18 39%	7 30%	11 48%	10 34%	4 27%	20 38%	8 35%	2 25%	16 38%	10 40%	10 31%	18 42%
Not sure	2 3%	1 2%	-	1 4%	1 3%	3 20%	2 4%	-	-	1 2%	1 4%	1 3%	1 2%
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

22 Mar 2019
 Table 186

4. Past 5 years - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
No change in closing the gap	20 18%	9 14%	6 18% F	3 9%	11 24%	-	13 16%	7 21%	3 43%	10 14%	7 21%	13 22%	7 13%
CHANGE IN CLOSING THE GAP (NET)	87 78%	54 82%	27 79%	27 84%	33 72%	31 100% C	61 77%	26 79%	2 29%	59 83%	26 76%	42 72%	45 83%
Some improvement in closing the gap	54 48%	36 55%	17 50%	19 59%	18 39%	23 74%	39 49%	15 45%	2 29%	38 54%	14 41%	25 43%	29 54%
Very close to closing the gap	33 29%	18 27%	10 29%	8 25%	15 33%	8 26%	22 28%	11 33%	-	21 30%	12 35%	17 29%	16 30%
Not sure	5 4%	3 5%	1 3%	2 6%	2 4%	-	5 6%	-	2 29%	2 3%	1 3%	3 5%	2 4%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

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 Table 187

5. Past 5 years - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
No change in closing the gap	12 16%	10 17%	7 27%	3 9%	2 14%	2 14%	8 15%	4 22%	3 38%	6 13%	3 18%	9 21%	3 10%
CHANGE IN CLOSING THE GAP (NET)	54 74%	45 76%	18 69%	27 82%	9 64%	12 86%	40 73%	14 78%	5 63%	36 75%	13 76%	31 74%	23 74%
Some improvement in closing the gap	34 47%	27 46%	13 50%	14 42%	7 50%	7 50%	23 42%	11 61%	5 63%	23 48%	6 35%	24 57% M	10 32%
Very close to closing the gap	20 27%	18 31%	5 19%	13 39%	2 14%	5 36%	17 31%	3 17%	-	13 27%	7 41%	7 17%	13 42% L
Not sure	7 10%	4 7%	1 4%	3 9%	3 21%	-	7 13%	-	-	6 13%	1 6%	2 5%	5 16%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q115B_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes?

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 Table 188

6. Past 5 years - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
No change in closing the gap	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
CHANGE IN CLOSING THE GAP (NET)	2 67%	2 67%	1 50%	1 100%	-	2 100%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Some improvement in closing the gap	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
Very close to closing the gap	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	-	-	1 100%	1 50%	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A. And, how confident are you that your company will be able to close that gap in the following timeframes?
 1. In the next year

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
TOP 2 BOX (NET)	331 83%	218 84%	116 88%	102 79%	113 81%	87 84%	236 83%	95 82%	15 41%	201 85%	115 91%	150 74%	181 91%
Very confident	94 24%	73 28% E	45 34% DE	28 22%	21 15%	24 23%	55 19%	39 34% G	1 3%	43 18%	50 40% IJ	17 8%	77 39% L
Somewhat confident	237 59%	145 56%	71 54%	74 57%	92 66% CB	63 61%	181 64% H	56 48%	14 38%	158 67% IK	65 52%	133 66% M	104 53%
BOTTOM 2 BOX (NET)	69 17%	43 16%	16 12%	27 21%	26 19%	16 16%	48 17%	21 18%	22 59% JK	36 15%	11 9%	52 26% M	17 9%
Not very confident	49 12%	31 12%	12 9%	19 15%	18 13%	12 12%	36 13%	13 11%	16 43% JK	27 11% K	6 5%	37 18% M	12 6%
Not at all confident	20 5%	12 5%	4 3%	8 6%	8 6%	4 4%	12 4%	8 7%	6 16% JK	9 4%	5 4%	15 7% M	5 3%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q120B. And, how confident are you that your company will be able to close that gap in the following timeframes?
 2. In the next 5 years

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 Table 190

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
TOP 2 BOX (NET)	367 92%	244 93%	122 92%	122 95%	123 88%	97 94%	261 92%	106 91%	27 73%	223 94%	117 93%	177 88%	190 96%
Very confident	251 63%	168 64%	88 67%	80 62%	83 60%	73 71%	185 65%	66 57%	8 22%	149 63%	94 75%	111 55%	140 71%
Somewhat confident	116 29%	76 29%	34 26%	42 33%	40 29%	24 23%	76 27%	40 34%	19 51%	74 31%	23 18%	66 33%	50 25%
BOTTOM 2 BOX (NET)	33 8%	17 7%	10 8%	7 5%	16 12%	6 6%	23 8%	10 9%	10 27%	14 6%	9 7%	25 12%	8 4%
Not very confident	22 6%	10 4%	6 5%	4 3%	12 9%	3 3%	16 6%	6 5%	9 24%	7 3%	6 5%	17 8%	5 3%
Not at all confident	11 3%	7 3%	4 3%	3 2%	4 3%	3 3%	7 2%	4 3%	1 3%	7 3%	3 2%	8 4%	3 2%
Sigma	400 100%	261 100%	132 100%	129 100%	139 100%	103 100%	284 100%	116 100%	37 100%	237 100%	126 100%	202 100%	198 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q120A_1. And, how confident are you that your company will be able to close that gap in the following timeframes?

1. In the next year - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
TOP 2 BOX (NET)	69 83%	45 88%	27 96%	18 78%	24 75%	20 80%	51 85%	18 78%	4 57%	37 84%	28 88%	32 74%	37 93%
Very confident	15 18%	13 25% E	9 32%	4 17%	2 6%	7 28%	9 15%	6 26%	-	5 11%	10 31% J	2 5%	13 33% L
Somewhat confident	54 65%	32 63%	18 64%	14 61%	22 69%	13 52%	42 70%	12 52%	4 57%	32 73%	18 56%	30 70%	24 60%
BOTTOM 2 BOX (NET)	14 17%	6 12%	1 4%	5 22%	8 25%	5 20%	9 15%	5 22%	3 43%	7 16%	4 13%	11 26% M	3 8%
Not very confident	12 14%	6 12%	1 4%	5 22%	6 19%	4 16%	8 13%	4 17%	3 43%	6 14%	3 9%	9 21%	3 8%
Not at all confident	2 2%	-	-	-	2 6%	1 4%	1 2%	1 4%	-	1 2%	1 3%	2 5%	-
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_2. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 192

2. In the next year - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
TOP 2 BOX (NET)	44 81%	30 83%	16 84%	14 82%	14 78%	12 75%	28 80%	16 84%	4 67%	25 81%	15 88%	18 72%	26 90%
Very confident	15 28%	12 33%	8 42%	4 24%	3 17%	5 31%	8 23%	7 37%	1 17%	6 19%	8 47%	4 16%	11 38%
Somewhat confident	29 54%	18 50%	8 42%	10 59%	11 61%	7 44%	20 57%	9 47%	3 50%	19 61%	7 41%	14 56%	15 52%
BOTTOM 2 BOX (NET)	10 19%	6 17%	3 16%	3 18%	4 22%	4 25%	7 20%	3 16%	2 33%	6 19%	2 12%	7 28%	3 10%
Not very confident	9 17%	5 14%	2 11%	3 18%	4 22%	3 19%	7 20%	2 11%	2 33%	5 16%	2 12%	6 24%	3 10%
Not at all confident	1 2%	1 3%	1 5%	-	-	1 6%	-	1 5%	-	1 3%	-	1 4%	-
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_3. And, how confident are you that your company will be able to close that gap in the following timeframes?

22 Mar 2019
 Table 193

3. In the next year - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
TOP 2 BOX (NET)	61 81%	38 83%	21 91%	17 74%	23 79%	14 93%	43 83%	18 78%	4 50%	33 79%	24 96%	23 72%	38 88%
Very confident	22 29%	18 39%	12 52%	6 26%	4 14%	5 33%	10 19%	12 52%	-	10 24%	12 48%	3 9%	19 44%
Somewhat confident	39 52%	20 43%	9 39%	11 48%	19 66%	9 60%	33 63%	6 26%	4 50%	23 55%	12 48%	20 63%	19 44%
BOTTOM 2 BOX (NET)	14 19%	8 17%	2 9%	6 26%	6 21%	1 7%	9 17%	5 22%	4 50%	9 21%	1 4%	9 28%	5 12%
Not very confident	9 12%	6 13%	2 9%	4 17%	3 10%	-	5 10%	4 17%	2 25%	7 17%	-	6 19%	3 7%
Not at all confident	5 7%	2 4%	-	2 9%	3 10%	1 7%	4 8%	1 4%	2 25%	2 5%	1 4%	3 9%	2 5%
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_4. And, how confident are you that your company will be able to close that gap in the following timeframes?

22 Mar 2019
 Table 194

4. In the next year - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
TOP 2 BOX (NET)	99 88%	58 88%	31 91%	27 84%	41 89%	27 87%	69 87%	30 91%	2 29%	64 90%	33 97%	48 83%	51 94%
Very confident	27 24%	15 23%	9 26%	6 19%	12 26%	6 19%	14 18%	13 39% G	-	14 20%	13 38% J	4 7%	23 43% L
Somewhat confident	72 64%	43 65%	22 65%	21 66%	29 63%	21 68%	55 70%	17 52%	2 29%	50 70%	20 59%	44 76% M	28 52%
BOTTOM 2 BOX (NET)	13 12%	8 12%	3 9%	5 16%	5 11%	4 13%	10 13%	3 9%	5 71%	7 10%	1 3%	10 17%	3 6%
Not very confident	5 4%	2 3%	1 3%	1 3%	3 7%	3 10%	4 5%	1 3%	2 29%	3 4%	-	4 7%	1 2%
Not at all confident	8 7%	6 9%	2 6%	4 13%	2 4%	1 3%	6 8%	2 6%	3 43%	4 6%	1 3%	6 10%	2 4%
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_5. And, how confident are you that your company will be able to close that gap in the following timeframes?

22 Mar 2019
 Table 195

5. In the next year - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
TOP 2 BOX (NET)	56 77%	45 76%	20 77%	25 76%	11 79%	13 93%	43 78%	13 72%	1 13%	41 85%	14 82%	28 67%	28 90%
Very confident	14 19%	14 24%	6 23%	8 24%	-	1 7%	13 24%	1 6%	-	8 17%	6 35%	3 7%	11 35%
Somewhat confident	42 58%	31 53%	14 54%	17 52%	11 79%	12 86%	30 55%	12 67%	1 13%	33 69%	8 47%	25 60%	17 55%
BOTTOM 2 BOX (NET)	17 23%	14 24%	6 23%	8 24%	3 21%	1 7%	12 22%	5 28%	7 88%	7 15%	3 18%	14 33%	3 10%
Not very confident	13 18%	11 19%	5 19%	6 18%	2 14%	1 7%	11 20%	2 11%	6 75%	6 13%	1 6%	11 26%	2 6%
Not at all confident	4 5%	3 5%	1 4%	2 6%	1 7%	-	1 2%	3 17%	1 13%	1 2%	2 12%	3 7%	1 3%
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120A_6. And, how confident are you that your company will be able to close that gap in the following timeframes?

6. In the next year - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
TOP 2 BOX (NET)	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Very confident	1 33%	1 33%	1 50%	-	-	-	1 33%	-	-	-	1 100%	1 50%	-
Somewhat confident	1 33%	1 33%	-	1 100%	-	1 50%	1 33%	-	-	1 100%	-	-	1 100%
BOTTOM 2 BOX (NET)	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
Not very confident	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	1 100%	-	-	1 50%	-
Not at all confident	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_1. And, how confident are you that your company will be able to close that gap in the following timeframes?

1. In the next 5 years - Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
TOP 2 BOX (NET)	75 90%	47 92%	27 96%	20 87%	28 88%	25 100%	54 90%	21 91%	6 86%	39 89%	30 94%	38 88%	37 93%
Very confident	55 66%	35 69%	20 71%	15 65%	20 63%	17 68%	40 67%	15 65%	3 43%	28 64%	24 75%	25 58%	30 75%
Somewhat confident	20 24%	12 24%	7 25%	5 22%	8 25%	8 32%	14 23%	6 26%	3 43%	11 25%	6 19%	13 30%	7 18%
BOTTOM 2 BOX (NET)	8 10%	4 8%	1 4%	3 13%	4 13%	-	6 10%	2 9%	1 14%	5 11%	2 6%	5 12%	3 8%
Not very confident	5 6%	2 4%	1 4%	1 4%	3 9%	-	4 7%	1 4%	1 14%	2 5%	2 6%	4 9%	1 3%
Not at all confident	3 4%	2 4%	-	2 9%	1 3%	-	2 3%	1 4%	-	3 7%	-	1 2%	2 5%
Sigma	83 100%	51 100%	28 100%	23 100%	32 100%	25 100%	60 100%	23 100%	7 100%	44 100%	32 100%	43 100%	40 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_2. And, how confident are you that your company will be able to close that gap in the following timeframes?

2. In the next 5 years - Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
TOP 2 BOX (NET)	48 89%	33 92%	17 89%	16 94%	15 83%	15 94%	32 91%	16 84%	4 67%	29 94%	15 88%	20 80%	28 97%
Very confident	29 54%	19 53%	10 53%	9 53%	10 56%	10 63%	19 54%	10 53%	2 33%	17 55%	10 59%	11 44%	18 62%
Somewhat confident	19 35%	14 39%	7 37%	7 41%	5 28%	5 31%	13 37%	6 32%	2 33%	12 39%	5 29%	9 36%	10 34%
BOTTOM 2 BOX (NET)	6 11%	3 8%	2 11%	1 6%	3 17%	1 6%	3 9%	3 16%	2 33%	2 6%	2 12%	5 20%	1 3%
Not very confident	1 2%	-	-	-	1 6%	-	-	1 5%	1 17%	-	-	1 4%	-
Not at all confident	5 9%	3 8%	2 11%	1 6%	2 11%	1 6%	3 9%	2 11%	1 17%	2 6%	2 12%	4 16%	1 3%
Sigma	54 100%	36 100%	19 100%	17 100%	18 100%	16 100%	35 100%	19 100%	6 100%	31 100%	17 100%	25 100%	29 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_3. And, how confident are you that your company will be able to close that gap in the following timeframes?

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3. In the next 5 years - Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
TOP 2 BOX (NET)	67 89%	42 91%	21 91%	21 91%	25 86%	13 87%	45 87%	22 96%	6 75%	38 90%	23 92%	26 81%	41 95%
Very confident	43 57%	28 61%	15 65%	13 57%	15 52%	10 67%	32 62%	11 48%	1 13%	24 57%	18 72%	17 53%	26 60%
Somewhat confident	24 32%	14 30%	6 26%	8 35%	10 34%	3 20%	13 25%	11 48%	5 63%	14 33%	5 20%	9 28%	15 35%
BOTTOM 2 BOX (NET)	8 11%	4 9%	2 9%	2 9%	4 14%	2 13%	7 13%	1 4%	2 25%	4 10%	2 8%	6 19%	2 5%
Not very confident	7 9%	3 7%	1 4%	2 9%	4 14%	1 7%	6 12%	1 4%	2 25%	3 7%	2 8%	5 16%	2 5%
Not at all confident	1 1%	1 2%	1 4%	-	-	1 7%	1 2%	-	-	1 2%	-	1 3%	-
Sigma	75 100%	46 100%	23 100%	23 100%	29 100%	15 100%	52 100%	23 100%	8 100%	42 100%	25 100%	32 100%	43 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_4. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 200

4. In the next 5 years - Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
TOP 2 BOX (NET)	105 94%	63 95%	31 91%	32 100%	42 91%	29 94%	74 94%	31 94%	5 71%	68 96%	32 94%	52 90%	53 98%
Very confident	75 67%	44 67%	23 68%	21 66%	31 67%	23 74%	56 71%	19 58%	-	47 66%	28 82%	35 60%	40 74%
Somewhat confident	30 27%	19 29%	8 24%	11 34%	11 24%	6 19%	18 23%	12 36%	5 71%	21 30% K	4 12%	17 29%	13 24%
BOTTOM 2 BOX (NET)	7 6%	3 5%	3 9%	-	4 9%	2 6%	5 6%	2 6%	2 29%	3 4%	2 6%	6 10%	1 2%
Not very confident	5 4%	2 3%	2 6%	-	3 7%	2 6%	4 5%	1 3%	2 29%	2 3%	1 3%	4 7%	1 2%
Not at all confident	2 2%	1 2%	1 3%	-	1 2%	-	1 1%	1 3%	-	1 1%	1 3%	2 3%	-
Sigma	112 100%	66 100%	34 100%	32 100%	46 100%	31 100%	79 100%	33 100%	7 100%	71 100%	34 100%	58 100%	54 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_5. And, how confident are you that your company will be able to close that gap in the following timeframes?

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 Table 201

5. In the next 5 years - Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
TOP 2 BOX (NET)	70 96%	57 97%	25 96%	32 97%	13 93%	13 93%	54 98%	16 89%	6 75%	48 100%	16 94%	40 95%	30 97%
Very confident	47 64%	40 68%	19 73%	21 64%	7 50%	12 86%	36 65%	11 61%	2 25%	32 67%	13 76%	22 52%	25 81%
Somewhat confident	23 32%	17 29%	6 23%	11 33%	6 43%	1 7%	18 33%	5 28%	4 50%	16 33%	3 18%	18 43% M	5 16%
BOTTOM 2 BOX (NET)	3 4%	2 3%	1 4%	1 3%	1 7%	1 7%	1 2%	2 11%	2 25%	-	1 6%	2 5%	1 3%
Not very confident	3 4%	2 3%	1 4%	1 3%	1 7%	-	1 2%	2 11%	2 25%	-	1 6%	2 5%	1 3%
Not at all confident	-	-	-	-	-	1 7%	-	-	-	-	-	-	-
Sigma	73 100%	59 100%	26 100%	33 100%	14 100%	14 100%	55 100%	18 100%	8 100%	48 100%	17 100%	42 100%	31 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q120B_6. And, how confident are you that your company will be able to close that gap in the following timeframes?

6. In the next 5 years - Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
TOP 2 BOX (NET)	2 67%	2 67%	1 50%	1 100%	-	2 100%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Very confident	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	-	1 100%	1 100%	1 50%	1 100%
Somewhat confident	-	-	-	-	-	1 50%	-	-	-	-	-	-	-
BOTTOM 2 BOX (NET)	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
Not very confident	1 33%	1 33%	1 50%	-	-	-	1 33%	-	1 100%	-	-	1 50%	-
Not at all confident	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	3 100%	3 100%	2 100%	1 100%	-	2 100%	3 100%	-	1 100%	1 100%	1 100%	2 100%	1 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Weighted Base	400	261	132	129	139	103	284	116	37*	237	126	202	198
Complexity of technology solutions	154 39%	94 36%	47 36%	47 36%	60 43%	44 43%	104 37%	50 43%	13 35%	93 39%	48 38%	75 37%	79 40%
Lack of cross-functional commitment to the strategy	138 35%	100 38% E	61 46% DEF	39 30%	38 27%	33 32%	93 33%	45 39%	18 49% J	73 31%	47 37%	60 30%	78 39% L
Inability to integrate new capabilities with existing processes or technology	133 33%	91 35%	48 36%	43 33%	42 30%	46 45%	89 31%	44 38%	10 27%	83 35%	40 32%	70 35%	63 32%
Inadequate talent (e.g., expertise, human resources)	113 28%	71 27%	40 30%	31 24%	42 30%	28 27%	78 27%	35 30%	14 38%	64 27%	35 28%	57 28%	56 28%
Inadequate technology (e.g., software, cloud services, infrastructure)	113 28%	75 29%	49 37% D	26 20%	38 27%	26 25%	75 26%	38 33%	8 22%	68 29%	37 29%	55 27%	58 29%
Insufficient funding	111 28%	77 30%	45 34%	32 25%	34 24%	28 27%	74 26%	37 32%	15 41%	61 26%	35 28%	54 27%	57 29%
Inability to prove ROI	108 27%	73 28%	45 34% D	28 22%	35 25%	24 23%	65 23%	43 37% G	14 38%	57 24%	37 29%	53 26%	55 28%
Government regulations	100 25%	55 21%	31 23%	24 19%	45 32% DB	28 27%	61 21%	39 34% G	8 22%	55 23%	37 29%	40 20%	60 30% L
Something else, please specify	2 1%	1 *	-	1 1%	1 1%	1 1%	2 1%	-	-	1 *	1 1%	-	2 1%
Not sure	3 1%	2 1%	-	2 2%	1 1%	-	3 1%	-	-	3 1%	-	1 *	2 1%
Sigma	975 244%	639 245%	366 277%	273 212%	336 242%	258 250%	644 227%	331 285%	100 270%	558 235%	317 252%	465 230%	510 258%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q125_1. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

1. Fragmented engagement systems

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Weighted Base	83*	51*	28**	23**	32*	25**	60*	23**	7**	44*	32*	43*	40*
Complexity of technology solutions	40 48%	23 45%	13 46%	10 43%	17 53%	17 68%	29 48%	11 48%	3 43%	21 48%	16 50%	20 47%	20 50%
Inability to prove ROI	36 43%	22 43%	13 46%	9 39%	14 44%	6 24%	22 37%	14 61%	5 71%	18 41%	13 41%	17 40%	19 48%
Inability to integrate new capabilities with existing processes or technology	33 40%	22 43%	12 43%	10 43%	11 34%	9 36%	22 37%	11 48%	- -	20 45%	13 41%	17 40%	16 40%
Inadequate talent (e.g., expertise, human resources)	33 40%	18 35%	12 43%	6 26%	15 47%	5 20%	21 35%	12 52%	2 29%	17 39%	14 44%	13 30%	20 50%
Lack of cross-functional commitment to the strategy	29 35%	22 43%	13 46%	9 39%	7 22%	10 40%	23 38%	6 26%	4 57%	15 34%	10 31%	17 40%	12 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	18 22%	10 20%	9 32%	1 4%	8 25%	7 28%	11 18%	7 30%	1 14%	5 11%	12 38%	7 16%	11 28%
Insufficient funding	17 20%	12 24%	8 29%	4 17%	5 16%	7 28%	10 17%	7 30%	2 29%	7 16%	8 25%	8 19%	9 23%
Government regulations	17 20%	9 18%	6 21%	3 13%	8 25%	5 20%	7 12%	10 43%	2 29%	6 14%	9 28%	8 19%	9 23%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	223 269%	138 271%	86 307%	52 226%	85 266%	66 264%	145 242%	78 339%	19 271%	109 248%	95 297%	107 249%	116 290%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_2. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

2. Silos of customer data

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Weighted Base	54*	36*	19**	17**	18**	16**	35*	19**	6**	31*	17**	25**	29**
Lack of cross-functional commitment to the strategy	20 37%	15 42%	9 47%	6 35%	5 28%	4 25%	13 37%	7 37%	4 67%	10 32%	6 35%	8 32%	12 41%
Inadequate technology (e.g., software, cloud services, infrastructure)	20 37%	14 39%	9 47%	5 29%	6 33%	4 25%	14 40%	6 32%	4 67%	10 32%	6 35%	10 40%	10 34%
Complexity of technology solutions	20 37%	15 42%	9 47%	6 35%	5 28%	5 31%	12 34%	8 42%	4 67%	11 35%	5 29%	8 32%	12 41%
Insufficient funding	19 35%	12 33%	5 26%	7 41%	7 39%	7 44%	12 34%	7 37%	4 67%	11 35%	4 24%	11 44%	8 28%
Inability to integrate new capabilities with existing processes or technology	18 33%	13 36%	7 37%	6 35%	5 28%	10 63%	11 31%	7 37%	3 33%	11 35%	5 29%	9 36%	9 31%
Government regulations	14 26%	7 19%	6 32%	1 6%	7 39%	6 38%	5 14%	9 47%	2 33%	7 23%	5 29%	4 16%	10 34%
Inability to prove ROI	12 22%	9 25%	7 37%	2 12%	3 17%	5 31%	7 20%	5 26%	2 33%	7 23%	3 18%	6 24%	6 21%
Inadequate talent (e.g., expertise, human resources)	11 20%	8 22%	3 16%	5 29%	3 17%	5 31%	10 29%	1 5%	1 17%	9 29%	1 6%	5 20%	6 21%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 2%	1 3%	-	1 6%	-	-	1 3%	-	-	1 3%	-	-	1 3%
Sigma	135 250%	94 261%	55 289%	39 229%	41 228%	46 288%	85 243%	50 263%	23 383%	77 248%	35 206%	61 244%	74 255%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_3. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

3. Marketing is only team fully invested

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Weighted Base	75*	46*	23**	23**	29**	15**	52*	23**	8**	42*	25**	32*	43*
Complexity of technology solutions	31 41%	19 41%	7 30%	12 52%	12 41%	5 33%	24 46%	7 30%	3 38%	20 48%	8 32%	13 41%	18 42%
Lack of cross-functional commitment to the strategy	26 35%	18 39%	12 52%	6 26%	8 28%	5 33%	15 29%	11 48%	2 25%	14 33%	10 40%	8 25%	18 42%
Government regulations	25 33%	16 35%	7 30%	9 39%	9 31%	5 33%	17 33%	8 35%	2 25%	12 29%	11 44%	8 25%	17 40%
Inability to integrate new capabilities with existing processes or technology	22 29%	13 28%	4 17%	9 39%	9 31%	6 40%	13 25%	9 39%	2 25%	13 31%	7 28%	9 28%	13 30%
Inability to prove ROI	21 28%	13 28%	7 30%	6 26%	8 28%	4 27%	12 23%	9 39%	2 25%	10 24%	9 36%	8 25%	13 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	21 28%	13 28%	7 30%	6 26%	8 28%	2 13%	11 21%	10 43%	-	14 33%	7 28%	8 25%	13 30%
Inadequate talent (e.g., expertise, human resources)	20 27%	11 24%	5 22%	6 26%	9 31%	4 27%	15 29%	5 22%	5 63%	10 24%	5 20%	10 31%	10 23%
Insufficient funding	16 21%	13 28%	8 35%	5 22%	3 10%	2 13%	9 17%	7 30%	-	8 19%	8 32%	6 19%	10 23%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 1%	-	-	-	1 3%	-	1 2%	-	-	1 2%	-	1 3%	-
Sigma	183 244%	116 252%	57 248%	59 257%	67 231%	33 220%	117 225%	66 287%	16 200%	102 243%	65 260%	71 222%	112 260%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_4. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

4. Customer data lacking depth

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Weighted Base	112	66*	34*	32*	46*	31*	79*	33*	7**	71*	34*	58*	54*
Complexity of technology solutions	44 39%	21 32%	11 32%	10 31%	23 50%	13 42%	25 32%	19 58% G	1 14%	29 41%	14 41%	23 40%	21 39%
Insufficient funding	37 33%	19 29%	13 38%	6 19%	18 39%	9 29%	25 32%	12 36%	4 57%	22 31%	11 32%	18 31%	19 35%
Government regulations	37 33%	18 27%	10 29%	8 25%	19 41%	9 29%	26 33%	11 33%	2 29%	24 34%	11 32%	15 26%	22 41%
Inability to integrate new capabilities with existing processes or technology	34 30%	22 33%	15 44%	7 22%	12 26%	16 52%	25 32%	9 27%	3 43%	23 32%	8 24%	18 31%	16 30%
Inadequate technology (e.g., software, cloud services, infrastructure)	34 30%	21 32%	16 47% D	5 16%	13 28%	9 29%	22 28%	12 36%	2 29%	24 34%	8 24%	17 29%	17 31%
Lack of cross-functional commitment to the strategy	34 30%	20 30%	13 38%	7 22%	14 30%	9 29%	20 25%	14 42%	3 43%	19 27%	12 35%	14 24%	20 37%
Inadequate talent (e.g., expertise, human resources)	32 29%	21 32%	11 32%	10 31%	11 24%	8 26%	20 25%	12 36%	3 43%	18 25%	11 32%	19 33%	13 24%
Inability to prove ROI	29 26%	20 30%	15 44% DE	5 16%	9 20%	7 23%	18 23%	11 33%	2 29%	16 23%	11 32%	15 26%	14 26%
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	1 1%	1 2%	-	1 3%	-	-	1 1%	-	-	1 1%	-	-	1 2%
Sigma	282 252%	163 247%	104 306%	59 184%	119 259%	80 258%	182 230%	100 303%	20 286%	176 248%	86 253%	139 240%	143 265%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_5. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

5. Not able to keep pace with customer

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Weighted Base	73*	59*	26**	33*	14**	14**	55*	18**	8**	48*	17**	42*	31*
Lack of cross-functional commitment to the strategy	28 38%	24 41%	14 54%	10 30%	4 29%	3 21%	21 38%	7 39%	5 63%	14 29%	9 53%	13 31%	15 48%
Inability to integrate new capabilities with existing processes or technology	26 36%	21 36%	10 38%	11 33%	5 36%	5 36%	18 33%	8 44%	3 38%	16 33%	7 41%	17 40%	9 29%
Insufficient funding	20 27%	19 32%	10 38%	9 27%	1 7%	2 14%	16 29%	4 22%	4 50%	12 25%	4 24%	10 24%	10 32%
Inadequate technology (e.g., software, cloud services, infrastructure)	20 27%	17 29%	8 31%	9 27%	3 21%	3 21%	17 31%	3 17%	1 13%	15 31%	4 24%	13 31%	7 23%
Complexity of technology solutions	19 26%	16 27%	7 27%	9 27%	3 21%	4 29%	14 25%	5 28%	2 25%	12 25%	5 29%	11 26%	8 26%
Inadequate talent (e.g., expertise, human resources)	16 22%	12 20%	8 31%	4 12%	4 29%	5 36%	11 20%	5 28%	3 38%	10 21%	3 18%	9 21%	7 23%
Inability to prove ROI	10 14%	9 15%	3 12%	6 18%	1 7%	2 14%	6 11%	4 22%	3 38%	6 13%	1 6%	7 17%	3 10%
Government regulations	6 8%	4 7%	2 8%	2 6%	2 14%	3 21%	5 9%	1 6%	-	5 10%	1 6%	5 12%	1 3%
Something else, please specify	2 3%	1 2%	-	1 3%	1 7%	1 7%	2 4%	-	-	1 2%	1 6%	-	2 6%
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	147 201%	123 208%	62 238%	61 185%	24 171%	28 200%	110 200%	37 206%	21 263%	91 190%	35 206%	85 202%	62 200%

Proportions/Mean: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q125_6. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.

6. Other

Base: Identified A Gap

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Weighted Base	3*	3**	2**	1**	-**	2**	3**	-**	1**	1**	1**	2**	1**
Insufficient funding	2 67%	2 67%	1 50%	1 100%	-	1 50%	2 67%	-	1 100%	1 100%	-	1 50%	1 100%
Inadequate talent (e.g., expertise, human resources)	1 33%	1 33%	1 50%	-	-	1 50%	1 33%	-	-	-	1 100%	1 50%	-
Lack of cross-functional commitment to the strategy	1 33%	1 33%	-	1 100%	-	2 100%	1 33%	-	-	1 100%	-	-	1 100%
Government regulations	1 33%	1 33%	-	1 100%	-	-	1 33%	-	-	1 100%	-	-	1 100%
Inability to prove ROI	-	-	-	-	-	-	-	-	-	-	-	-	-
Inability to integrate new capabilities with existing processes or technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Complexity of technology solutions	-	-	-	-	-	-	-	-	-	-	-	-	-
Inadequate technology (e.g., software, cloud services, infrastructure)	-	-	-	-	-	1 50%	-	-	-	-	-	-	-
Something else, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
Not sure	-	-	-	-	-	-	-	-	-	-	-	-	-
Sigma	5 167%	5 167%	2 100%	3 300%	-	5 250%	5 167%	-	1 100%	3 300%	1 100%	2 100%	3 300%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q130. How has your customer experience strategy changed over the past 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE CHANGE (NET)	430 95%	281 94%	143 95%	138 92%	149 97%	107 97%	303 93%	127 100% G	34 89%	247 94%	149 97%	199 94%	231 95%
Embraced new channels for customer interaction	201 44%	130 43%	70 47%	60 40%	71 46%	48 44%	145 44%	56 44%	15 39%	107 41%	79 51% J	78 37%	123 51% L
Applied additional resources to better understand customer behavior and preferences	200 44%	138 46%	82 55% DEF	56 37%	62 40%	42 38%	134 41%	66 52% G	13 34%	105 40%	82 53% J	77 36%	123 51% L
Accelerated customer data initiatives	196 43%	127 42%	72 48% D	55 37%	69 45%	47 43%	123 38%	73 57% G	14 37%	106 40%	76 49%	76 36%	120 50% L
Devised new ways to compete for customer attention	190 42%	127 42%	72 48% D	55 37%	63 41%	43 39%	124 38%	66 52% G	13 34%	98 37%	79 51% J	86 41%	104 43%
Integrated on-line (digital) and off-line (traditional) channels	182 40%	121 40%	66 44%	55 37%	61 40%	44 40%	124 38%	58 46%	14 37%	97 37%	71 46%	73 34%	109 45% L
Re-imagined the customer journey to make it more personalized	171 38%	119 40%	71 47% DE	48 32%	52 34%	46 42%	115 35%	56 44%	15 39%	87 33%	69 45% J	78 37%	93 38%
Other, please specify	2 *	-	-	-	2 1% B	1 1%	1 *	1 1%	-	1 *	1 1%	1 *	1 *
N/A - little to nothing has changed	24 5%	19 6%	7 5%	12 8%	5 3%	3 3%	24 7% H	-	4 11%	15 6%	5 3%	13 6%	11 5%
Sigma	1166 257%	781 260%	440 293%	341 227%	385 250%	274 249%	790 242%	376 296%	88 232%	616 235%	462 300%	482 227%	684 283%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q135. Looking ahead, how do you anticipate your customer experience strategy will evolve over the next 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE CHANGE (NET)	435 96%	285 95%	144 96%	141 94%	150 97%	109 99%	310 95%	125 98%	36 95%	248 95%	151 98%	201 95%	234 97%
We will apply additional resources to better understand customer behavior and preferences	223 49%	155 52%	85 57% E	70 47%	68 44%	50 45%	147 45%	76 60% G	12 32%	131 50% I	80 52% I	86 41%	137 57% L
We will embrace new channels for customer interaction	219 48%	148 49%	86 57% D	62 41%	71 46%	53 48%	156 48%	63 50%	16 42%	110 42%	93 60% J	84 40%	135 56% L
We will accelerate customer data initiatives	193 43%	132 44%	77 51% DE	55 37%	61 40%	51 46%	134 41%	59 46%	14 37%	95 36%	84 55% J	82 39%	111 46%
We will devise new ways to compete for customer attention	187 41%	121 40%	67 45%	54 36%	66 43%	50 45%	124 38%	63 50% G	15 39%	95 36%	77 50% J	86 41%	101 42%
We will integrate on-line (digital) and off-line (traditional) channels	174 38%	116 39%	67 45% D	49 33%	58 38%	38 35%	116 35%	58 46% G	16 42%	91 35%	67 44%	67 32%	107 44% L
We will re-imagine the customer journey to make it more personalized	164 36%	108 36%	65 43% D	43 29%	56 36%	41 37%	106 32%	58 46% G	13 34%	96 37%	55 36%	78 37%	86 36%
Other, please specify	1 *	1 *	1 1%	-	-	1 1%	1 *	-	1 3% JK	-	-	1 *	-
N/A - little to nothing will change	19 4%	15 5%	6 4%	9 6%	4 3%	1 1%	17 5%	2 2%	2 5%	14 5%	3 2%	11 5%	8 3%
Sigma	1180 260%	796 265%	454 303%	342 228%	384 249%	285 259%	801 245%	379 298%	89 234%	632 241%	459 298%	495 233%	685 283%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203. How important are each of the following to ensuring that you have a single view of the customer?

SUMMARY TABLE OF ABSOLUTELY ESSENTIAL (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	166 37%	125 42% E	72 48% DE	53 35%	41 27%	56 51%	109 33%	57 45% G	9 24%	69 26%	88 57% IJ	46 22%	120 50% L
The ability to see a comprehensive picture of the customer (using all available data sources)	154 34%	117 39% E	67 45% DE	50 33%	37 24%	51 46%	104 32%	50 39%	8 21%	72 27%	74 48% IJ	42 20%	112 46% L
Accessing customer data and making offer decisions in real-time to keep pace with the customer	145 32%	101 34%	62 41% DE	39 26%	44 29%	39 35%	98 30%	47 37%	7 18%	67 26%	71 46% IJ	34 16%	111 46% L
Resolving customer identity across different databases, systems of engagement, and devices	140 31%	102 34% E	69 46% DE	33 22%	38 25%	44 40%	83 25%	57 45% G	5 13%	63 24%	72 47% IJ	42 20%	98 40% L
Availability of customer records across the entire enterprise	136 30%	100 33% E	69 46% DE	31 21%	36 23%	55 50%	88 27%	48 38% G	7 18%	56 21%	73 47% IJ	35 17%	101 42% L
Making hyper-personalized offers that understand where the customer is in their buying journey	115 25%	85 28% E	55 37% DE	30 20%	30 19%	39 35%	68 21%	47 37% G	5 13%	38 15%	72 47% IJ	25 12%	90 37% L
Using machine learning that anticipates a customer's needs, wants, intent	115 25%	88 29% E	50 33% E	38 25%	27 18%	31 28%	77 24%	38 30%	6 16%	54 21%	55 36% IJ	27 13%	88 36% L
The ability to connect anonymous or unknown visitors with known customers	99 22%	74 25% E	41 27% E	33 22%	25 16%	29 26%	55 17%	44 35% G	2 5%	42 16%	55 36% IJ	23 11%	76 31% L
Appending second and third-party data to enrich a customer's profile	98 22%	80 27% E	49 33% DE	31 21% E	18 12%	26 24%	61 19%	37 29% G	3 8%	38 15%	57 37% IJ	24 11%	74 31% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203. How important are each of the following to ensuring that you have a single view of the customer?

SUMMARY TABLE OF ABSOLUTELY ESSENTIAL / VERY / SOMEWHAT IMPORTANT (TOP 3 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	446 98%	295 98%	148 99%	147 98%	151 98%	108 98%	322 98%	124 98%	36 95%	259 99%	151 98%	207 98%	239 99%
Resolving customer identity across different databases, systems of engagement, and devices	443 98%	296 99%	148 99%	148 99%	147 95%	106 96%	318 97%	125 98%	35 92%	256 98%	152 99%	202 95%	241 100%
Availability of customer records across the entire enterprise	442 97%	293 98%	148 99%	145 97%	149 97%	107 97%	316 97%	126 99%	36 95%	254 97%	152 99%	202 95%	240 99%
The ability to see a comprehensive picture of the customer (using all available data sources)	442 97%	293 98%	148 99%	145 97%	149 97%	108 98%	317 97%	125 98%	34 89%	255 97%	153 99%	202 95%	240 99%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	442 97%	292 97%	146 97%	146 97%	150 97%	107 97%	316 97%	126 99%	35 92%	255 97%	152 99%	204 96%	238 98%
Making hyper-personalized offers that understand where the customer is in their buying journey	437 96%	291 97%	147 98%	144 96%	146 95%	107 97%	315 96%	122 96%	34 89%	255 97%	148 96%	199 94%	238 98%
Using machine learning that anticipates a customer's needs, wants, intent	425 94%	285 95%	147 98%	138 92%	140 91%	105 95%	305 93%	120 94%	32 84%	242 92%	151 98%	192 91%	233 96%
Appending second and third-party data to enrich a customer's profile	412 91%	271 90%	138 92%	133 89%	141 92%	96 87%	295 90%	117 92%	32 84%	238 91%	142 92%	184 87%	228 94%
The ability to connect anonymous or unknown visitors with known customers	408 90%	269 90%	135 90%	134 89%	139 90%	90 82%	287 88%	121 95%	28 74%	238 91%	142 92%	180 85%	228 94%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_1. How important are each of the following to ensuring that you have a single view of the customer?

1. The ability to see a comprehensive picture of the customer (using all available data sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	293 98%	148 99%	145 97%	149 97%	108 98%	317 97%	125 98%	34 89%	255 97% I	153 99% I	202 95%	240 99% L
TOP 2 BOX (SUB-NET)	361 80%	246 82%	132 88% DE	114 76%	115 75%	88 80%	258 79%	103 81%	22 58%	207 79% I	132 86% I	141 67%	220 91% L
Absolutely essential	154 34%	117 39% E	67 45% DE	50 33%	37 24%	51 46%	104 32%	50 39%	8 21%	72 27% I	74 48% J	42 20%	112 46% L
Very important	207 46%	129 43%	65 43%	64 43%	78 51%	37 34%	154 47%	53 42%	14 37%	135 52% K	58 38%	99 47%	108 45%
Somewhat important	81 18%	47 16%	16 11%	31 21% C	34 22% C	20 18%	59 18%	22 17%	12 32% K	48 18% I	21 14% I	61 29% M	20 8% I
BOTTOM 2 BOX (NET)	12 3%	7 2%	2 1%	5 3%	5 3%	2 2%	10 3%	2 2%	4 11% JK	7 3% I	1 1% I	10 5% M	2 1% I
Not very important	11 2%	7 2%	2 1%	5 3%	4 3%	2 2%	9 3%	2 2%	4 11% JK	6 2% I	1 1% I	9 4% M	2 1% I
Not at all important	1 *	-	-	-	1 1%	-	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_2. How important are each of the following to ensuring that you have a single view of the customer?
 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	446 98%	295 98%	148 99%	147 98%	151 98%	108 98%	322 98%	124 98%	36 95%	259 99%	151 98%	207 98%	239 99%
TOP 2 BOX (SUB-NET)	354 78%	242 81%	124 83% E	118 79%	112 73%	99 90%	249 76%	105 83%	25 66%	190 73%	139 90% J	141 67%	213 88% L
Absolutely essential	166 37%	125 42% E	72 48% DE	53 35%	41 27%	56 51%	109 33%	57 45% G	9 24%	69 26%	88 57% J	46 22%	120 50% L
Very important	188 41%	117 39%	52 35%	65 43%	71 46% C	43 39%	140 43%	48 38%	16 42%	121 46% K	51 33%	95 45%	93 38%
Somewhat important	92 20%	53 18%	24 16%	29 19%	39 25% C	9 8%	73 22%	19 15%	11 29% K	69 26% K	12 8%	66 31% M	26 11%
BOTTOM 2 BOX (NET)	8 2%	5 2%	2 1%	3 2%	3 2%	2 2%	5 2%	3 2%	2 5%	3 1%	3 2%	5 2%	3 1%
Not very important	8 2%	5 2%	2 1%	3 2%	3 2%	1 1%	5 2%	3 2%	2 5%	3 1%	3 2%	5 2%	3 1%
Not at all important	-	-	-	-	-	1 1%	-	-	-	-	-	-	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_3. How important are each of the following to ensuring that you have a single view of the customer?

3. Availability of customer records across the entire enterprise

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	293 98%	148 99%	145 97%	149 97%	107 97%	316 97%	126 99%	36 95%	254 97%	152 99%	202 95%	240 99%
TOP 2 BOX (SUB-NET)	357 79%	242 81%	130 87% DE	112 75%	115 75%	93 85%	250 76%	107 84%	30 79%	189 72%	138 90% J	136 64%	221 91% L
Absolutely essential	136 30%	100 33% E	69 46% DE	31 21%	36 23%	55 50%	88 27%	48 38% G	7 18%	56 21%	73 47% IJ	35 17%	101 42% L
Very important	221 49%	142 47%	61 41%	81 54% C	79 51%	38 35%	162 50%	59 46%	23 61% K	133 51%	65 42%	101 48%	120 50%
Somewhat important	85 19%	51 17%	18 12%	33 22% C	34 22% C	14 13%	66 20%	19 15%	6 16%	65 25% K	14 9%	66 31% M	19 8%
BOTTOM 2 BOX (NET)	12 3%	7 2%	2 1%	5 3%	5 3%	3 3%	11 3%	1 1%	2 5%	8 3%	2 1%	10 5% M	2 1%
Not very important	11 2%	6 2%	2 1%	4 3%	5 3%	2 2%	10 3%	1 1%	2 5%	7 3%	2 1%	9 4% M	2 1%
Not at all important	1 *	1 *	-	1 1%	-	1 1%	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_4. How important are each of the following to ensuring that you have a single view of the customer?

4. Resolving customer identity across different databases, systems of engagement, and devices

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	443 98%	296 99% E	148 99%	148 99%	147 95%	106 96%	318 97%	125 98%	35 92%	256 98%	152 99% I	202 95%	241 100% L
TOP 2 BOX (SUB-NET)	348 77%	247 82% E	130 87% E	117 78% E	101 66%	90 82%	244 75%	104 82%	23 61%	197 75%	128 83% I	137 65%	211 87% L
Absolutely essential	140 31%	102 34% E	69 46% DE	33 22%	38 25%	44 40%	83 25%	57 45% G	5 13%	63 24%	72 47% IJ	42 20%	98 40% L
Very important	208 46%	145 48%	61 41%	84 56% CE	63 41%	46 42%	161 49% H	47 37%	18 47%	134 51% K	56 36%	95 45%	113 47%
Somewhat important	95 21%	49 16%	18 12%	31 21% C	46 30% CB	16 15%	74 23%	21 17%	12 32% K	59 23%	24 16%	65 31% M	30 12%
BOTTOM 2 BOX (NET)	11 2%	4 1%	2 1%	2 1%	7 5% B	4 4%	9 3%	2 2%	3 8% K	6 2%	2 1%	10 5% M	1 *
Not very important	9 2%	3 1%	2 1%	1 1%	6 4% B	4 4%	7 2%	2 2%	3 8% JK	4 2%	2 1%	8 4% M	1 *
Not at all important	2 *	1 *	-	1 1%	1 1%	-	2 1%	-	-	2 1%	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_5. How important are each of the following to ensuring that you have a single view of the customer?
 5. Making hyper-personalized offers that understand where the customer is in their buying journey

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	437 96%	291 97%	147 98%	144 96%	146 95%	107 97%	315 96%	122 96%	34 89%	255 97%	148 96%	199 94%	238 98%
TOP 2 BOX (SUB-NET)	333 73%	232 77% E	123 82% E	109 73%	101 66%	82 75%	227 69%	106 83% G	22 58%	181 69%	130 84% J	122 58%	211 87% L
Absolutely essential	115 25%	85 28% E	55 37% DE	30 20%	30 19%	39 35%	68 21%	47 37% G	5 13%	38 15%	72 47% J	25 12%	90 37% L
Very important	218 48%	147 49%	68 45%	79 53%	71 46%	43 39%	159 49%	59 46%	17 45%	143 55% K	58 38%	97 46%	121 50%
Somewhat important	104 23%	59 20%	24 16%	35 23%	45 29% CB	25 23%	88 27% H	16 13%	12 32% K	74 28% K	18 12%	77 36% M	27 11%
BOTTOM 2 BOX (NET)	17 4%	9 3%	3 2%	6 4%	8 5%	3 3%	12 4%	5 4%	4 11% J	7 3%	6 4%	13 6% M	4 2%
Not very important	15 3%	9 3%	3 2%	6 4%	6 4%	3 3%	10 3%	5 4%	4 11% J	6 2%	5 3%	12 6% M	3 1%
Not at all important	2 *	-	-	-	2 1% B	-	2 1%	-	-	1 *	1 1%	1 *	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_6. How important are each of the following to ensuring that you have a single view of the customer?

6. Accessing customer data and making offer decisions in real-time to keep pace with the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	442 97%	292 97%	146 97%	146 97%	150 97%	107 97%	316 97%	126 99%	35 92%	255 97%	152 99%	204 96%	238 98%
TOP 2 BOX (SUB-NET)	355 78%	238 79%	127 85% D	111 74%	117 76%	93 85%	248 76%	107 84%	25 66%	200 76%	130 84%	147 69%	208 86% L
Absolutely essential	145 32%	101 34%	62 41% DE	39 26%	44 29%	39 35%	98 30%	47 37%	7 18%	67 26%	71 46% IJ	34 16%	111 46% L
Very important	210 46%	137 46%	65 43%	72 48%	73 47%	54 49%	150 46%	60 47%	18 47%	133 51% K	59 38%	113 53% M	97 40%
Somewhat important	87 19%	54 18%	19 13%	35 23% C	33 21% C	14 13%	68 21%	19 15%	10 26%	55 21%	22 14%	57 27% M	30 12%
BOTTOM 2 BOX (NET)	12 3%	8 3%	4 3%	4 3%	4 3%	3 3%	11 3%	1 1%	3 8% K	7 3%	2 1%	8 4%	4 2%
Not very important	10 2%	6 2%	4 3%	2 1%	4 3%	3 3%	9 3%	1 1%	2 5%	6 2%	2 1%	6 3%	4 2%
Not at all important	2 *	2 1%	-	2 1%	-	-	2 1%	-	1 3% K	1 *	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_7. How important are each of the following to ensuring that you have a single view of the customer?
 7. Using machine learning that anticipates a customer's needs, wants, intent

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	425 94%	285 95%	147 98% DE	138 92%	140 91%	105 95%	305 93%	120 94%	32 84%	242 92%	151 98% J	192 91%	233 96% L
TOP 2 BOX (SUB-NET)	318 70%	220 73% E	121 81% DEF	99 66%	98 64%	77 70%	219 67%	99 78% G	22 58%	170 65%	126 82% J	119 56%	199 82% L
Absolutely essential	115 25%	88 29% E	50 33% E	38 25%	27 18%	31 28%	77 24%	38 30%	6 16%	54 21%	55 36% J	27 13%	88 36% L
Very important	203 45%	132 44%	71 47%	61 41%	71 46%	46 42%	142 43%	61 48%	16 42%	116 44%	71 46%	92 43%	111 46%
Somewhat important	107 24%	65 22%	26 17%	39 26%	42 27% C	28 25%	86 26% H	21 17%	10 26%	72 27% K	25 16%	73 34% M	34 14%
BOTTOM 2 BOX (NET)	29 6%	15 5%	3 2%	12 8% C	14 9% C	5 5%	22 7%	7 6%	6 16% K	20 8% K	3 2%	20 9% M	9 4%
Not very important	26 6%	15 5%	3 2%	12 8% C	11 7% C	4 4%	20 6%	6 5%	6 16% JK	17 6% K	3 2%	19 9% M	7 3%
Not at all important	3 1%	-	-	-	3 2% B	1 1%	2 1%	1 1%	-	3 1%	-	1 *	2 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_8. How important are each of the following to ensuring that you have a single view of the customer?
 8. Appending second and third-party data to enrich a customer's profile

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	412 91%	271 90%	138 92%	133 89%	141 92%	96 87%	295 90%	117 92%	32 84%	238 91%	142 92%	184 87%	228 94% L
TOP 2 BOX (SUB-NET)	280 62%	199 66% E	109 73% DEF	90 60%	81 53%	67 61%	186 57%	94 74% G	15 39%	154 59% I	111 72% J	100 47%	180 74% L
Absolutely essential	98 22%	80 27% E	49 33% DE	31 21% E	18 12%	26 24%	61 19%	37 29% G	3 8%	38 15%	57 37% J	24 11%	74 31% L
Very important	182 40%	119 40%	60 40%	59 39%	63 41%	41 37%	125 38%	57 45%	12 32%	116 44%	54 35%	76 36%	106 44%
Somewhat important	132 29%	72 24%	29 19%	43 29%	60 39% CB	29 26%	109 33% H	23 18%	17 45% K	84 32% K	31 20%	84 40% M	48 20%
BOTTOM 2 BOX (NET)	42 9%	29 10%	12 8%	17 11%	13 8%	14 13%	32 10%	10 8%	6 16%	24 9%	12 8%	28 13% M	14 6%
Not very important	39 9%	28 9%	12 8%	16 11%	11 7%	12 11%	30 9%	9 7%	5 13%	23 9%	11 7%	26 12% M	13 5%
Not at all important	3 1%	1 *	-	1 1%	2 1%	2 2%	2 1%	1 1%	1 3%	1 *	1 1%	2 1%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q203_9. How important are each of the following to ensuring that you have a single view of the customer?

9. The ability to connect anonymous or unknown visitors with known customers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 3 BOX (NET)	408 90%	269 90%	135 90%	134 89%	139 90%	90 82%	287 88%	121 95% G	28 74%	238 91% I	142 92% I	180 85%	228 94% L
TOP 2 BOX (SUB-NET)	286 63%	195 65%	110 73% DE	85 57%	91 59%	71 65%	189 58%	97 76% G	14 37%	156 60% I	116 75% J	95 45%	191 79% L
Absolutely essential	99 22%	74 25% E	41 27% E	33 22%	25 16%	29 26%	55 17%	44 35% G	2 5%	42 16%	55 36% J	23 11%	76 31% L
Very important	187 41%	121 40%	69 46% D	52 35%	66 43%	42 38%	134 41%	53 42%	12 32%	114 44%	61 40%	72 34%	115 48% L
Somewhat important	122 27%	74 25%	25 17%	49 33% C	48 31% C	19 17%	98 30% H	24 19%	14 37% K	82 31% K	26 17%	85 40% M	37 15%
BOTTOM 2 BOX (NET)	46 10%	31 10%	15 10%	16 11%	15 10%	20 18%	40 12% H	6 5%	10 26% JK	24 9%	12 8%	32 15% M	14 6%
Not very important	38 8%	25 8%	11 7%	14 9%	13 8%	17 15% C	34 10% H	4 3%	9 24% JK	21 8%	8 5%	28 13% M	10 4%
Not at all important	8 2%	6 2%	4 3%	2 1%	2 1%	3 3%	6 2%	2 2%	1 3%	3 1%	4 3%	4 2%	4 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

22 Mar 2019
 Table 223

SUMMARY TABLE OF VERY SATISFIED (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to see a comprehensive picture of the customer (using all available data sources)	173 38%	120 40%	72 48% DEF	48 32%	53 34%	35 32%	110 34%	63 50% G	7 18%	88 34%	78 51% IJ	46 22%	127 52% L
Availability of customer records across the entire enterprise	167 37%	121 40% E	73 49% DE	48 32%	46 30%	43 39%	115 35%	52 41%	4 11%	79 30% I	84 55% IJ	36 17%	131 54% L
Resolving customer identity across different databases, systems of engagement, and devices	164 36%	117 39%	79 53% DEF	38 25%	47 31%	36 33%	102 31%	62 49% G	5 13%	69 26%	90 58% IJ	42 20%	122 50% L
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	159 35%	116 39% E	66 44% E	50 33%	43 28%	43 39%	108 33%	51 40%	5 13%	71 27%	83 54% IJ	36 17%	123 51% L
The ability to connect anonymous or unknown visitors with known customers	149 33%	105 35%	61 41% DE	44 29%	44 29%	37 34%	94 29%	55 43% G	4 11%	63 24%	82 53% IJ	37 17%	112 46% L
Accessing customer data and making offer decisions in real-time to keep pace with the customer	148 33%	98 33%	63 42% D	35 23%	50 32%	45 41%	95 29%	53 42% G	8 21%	62 24%	78 51% IJ	28 13%	120 50% L
Making hyper-personalized offers that understand where the customer is in their buying journey	148 33%	112 37% E	64 43% E	48 32%	36 23%	38 35%	95 29%	53 42% G	4 11%	62 24%	82 53% IJ	28 13%	120 50% L
Using machine learning that anticipates a customer's needs, wants, intent	140 31%	99 33%	55 37%	44 29%	41 27%	41 37%	93 28%	47 37%	3 8%	63 24% I	74 48% IJ	34 16%	106 44% L
Appending second and third-party data to enrich a customer's profile	136 30%	99 33% E	63 42% DE	36 24%	37 24%	35 32%	87 27%	49 39% G	3 8%	67 26% I	66 43% IJ	40 19%	96 40% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

SUMMARY TABLE OF VERY / SOMEWHAT SATISFIED (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Resolving customer identity across different databases, systems of engagement, and devices	411 91%	275 92%	137 91%	138 92%	136 88%	95 86%	293 90%	118 93%	23 61%	239 91%	149 97%	177 83%	234 97%
The ability to see a comprehensive picture of the customer (using all available data sources)	406 89%	272 91%	135 90%	137 91%	134 87%	93 85%	291 89%	115 91%	24 63%	233 89%	149 97%	168 79%	238 98%
Making hyper-personalized offers that understand where the customer is in their buying journey	400 88%	266 89%	136 91%	130 87%	134 87%	93 85%	286 87%	114 90%	21 55%	236 90%	143 93%	171 81%	229 95%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	393 87%	265 88%	130 87%	135 90%	128 83%	97 88%	279 85%	114 90%	23 61%	226 86%	144 94%	162 76%	231 95%
Availability of customer records across the entire enterprise	392 86%	260 87%	128 85%	132 88%	132 86%	89 81%	273 83%	119 94%	24 63%	224 85%	144 94%	160 75%	232 96%
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	389 86%	261 87%	133 89%	128 85%	128 83%	89 81%	279 85%	110 87%	21 55%	227 87%	141 92%	162 76%	227 94%
Appending second and third-party data to enrich a customer's profile	386 85%	252 84%	132 88%	120 80%	134 87%	89 81%	277 85%	109 86%	21 55%	222 85%	143 93%	156 74%	230 95%
Using machine learning that anticipates a customer's needs, wants, intent	381 84%	250 83%	126 84%	124 83%	131 85%	81 74%	268 82%	113 89%	17 45%	219 84%	145 94%	150 71%	231 95%
The ability to connect anonymous or unknown visitors with known customers	375 83%	249 83%	131 87%	118 79%	126 82%	86 78%	268 82%	107 84%	20 53%	209 80%	146 95%	152 72%	223 92%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

SUMMARY TABLE OF NOT AT ALL / NOT VERY SATISFIED (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
The ability to connect anonymous or unknown visitors with known customers	79 17%	51 17%	19 13%	32 21% C	28 18%	24 22%	59 18%	20 16%	18 47% JK	53 20% K	8 5%	60 28% M	19 8%
Using machine learning that anticipates a customer's needs, wants, intent	73 16%	50 17%	24 16%	26 17%	23 15%	29 26% C	59 18%	14 11%	21 55% JK	43 16% K	9 6%	62 29% M	11 5%
Appending second and third-party data to enrich a customer's profile	68 15%	48 16%	18 12%	30 20%	20 13%	21 19%	50 15%	18 14%	17 45% JK	40 15% K	11 7%	56 26% M	12 5%
Having a customer record that is continuously updated (latest transactions, behaviors and interactions)	65 14%	39 13%	17 11%	22 15%	26 17%	21 19%	48 15%	17 13%	17 45% JK	35 13%	13 8%	50 24% M	15 6%
Availability of customer records across the entire enterprise	62 14%	40 13%	22 15%	18 12%	22 14%	21 19%	54 17% H	8 6%	14 37% JK	38 15% K	10 6%	52 25% M	10 4%
Accessing customer data and making offer decisions in real-time to keep pace with the customer	61 13%	35 12%	20 13%	15 10%	26 17%	13 12%	48 15%	13 10%	15 39% JK	36 14% K	10 6%	50 24% M	11 5%
Making hyper-personalized offers that understand where the customer is in their buying journey	54 12%	34 11%	14 9%	20 13%	20 13%	17 15%	41 13%	13 10%	17 45% JK	26 10%	11 7%	41 19% M	13 5%
The ability to see a comprehensive picture of the customer (using all available data sources)	48 11%	28 9%	15 10%	13 9%	20 13%	17 15%	36 11%	12 9%	14 37% JK	29 11% K	5 3%	44 21% M	4 2%
Resolving customer identity across different databases, systems of engagement, and devices	43 9%	25 8%	13 9%	12 8%	18 12%	15 14%	34 10%	9 7%	15 39% JK	23 9% K	5 3%	35 17% M	8 3%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_1. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

1. The ability to see a comprehensive picture of the customer (using all available data sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	406 89%	272 91%	135 90%	137 91%	134 87%	93 85%	291 89%	115 91%	24 63%	233 89%	149 97%	168 79%	238 98%
Very satisfied	173 38%	120 40%	72 48% DEF	48 32%	53 34%	35 32%	110 34%	63 50% G	7 18%	88 34%	78 51% IJ	46 22%	127 52% L
Somewhat satisfied	233 51%	152 51%	63 42%	89 59% C	81 53%	58 53%	181 55% H	52 41%	17 45%	145 55%	71 46%	122 58% M	111 46%
BOTTOM 2 BOX (NET)	48 11%	28 9%	15 10%	13 9%	20 13%	17 15%	36 11%	12 9%	14 37% JK	29 11% K	5 3%	44 21% M	4 2%
Not very satisfied	45 10%	27 9%	14 9%	13 9%	18 12%	15 14%	34 10%	11 9%	11 29% JK	29 11% K	5 3%	41 19% M	4 2%
Not at all satisfied	3 1%	1 *	1 1%	-	2 1%	2 2%	2 1%	1 1%	3 8% JK	-	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_2. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	389 86%	261 87%	133 89%	128 85%	128 83%	89 81%	279 85%	110 87%	21 55%	227 87%	141 92%	162 76%	227 94%
Very satisfied	159 35%	116 39% E	66 44% E	50 33%	43 28%	43 39%	108 33%	51 40%	5 13%	71 27%	83 54% J	36 17%	123 51% L
Somewhat satisfied	230 51%	145 48%	67 45%	78 52%	85 55%	46 42%	171 52%	59 46%	16 42%	156 60% IK	58 38%	126 59% M	104 43%
BOTTOM 2 BOX (NET)	65 14%	39 13%	17 11%	22 15%	26 17%	21 19%	48 15%	17 13%	17 45% JK	35 13%	13 8%	50 24% M	15 6%
Not very satisfied	59 13%	34 11%	16 11%	18 12%	25 16%	19 17%	43 13%	16 13%	16 42% JK	31 12%	12 8%	45 21% M	14 6%
Not at all satisfied	6 1%	5 2%	1 1%	4 3%	1 1%	2 2%	5 2%	1 1%	1 3%	4 2%	1 1%	5 2%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_3. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

3. Availability of customer records across the entire enterprise

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	392 86%	260 87%	128 85%	132 88%	132 86%	89 81%	273 83%	119 94% G	24 63%	224 85% I	144 94% J	160 75%	232 96% L
Very satisfied	167 37%	121 40% E	73 49% DE	48 32%	46 30%	43 39%	115 35%	52 41%	4 11%	79 30% I	84 55% J	36 17%	131 54% L
Somewhat satisfied	225 50%	139 46%	55 37%	84 56% C	86 56% C	46 42%	158 48%	67 53%	20 53%	145 55% K	60 39%	124 58% M	101 42%
BOTTOM 2 BOX (NET)	62 14%	40 13%	22 15%	18 12%	22 14%	21 19%	54 17% H	8 6%	14 37% JK	38 15% K	10 6%	52 25% M	10 4%
Not very satisfied	56 12%	37 12%	20 13%	17 11%	19 12%	19 17%	49 15% H	7 6%	10 26% JK	36 14% K	10 6%	46 22% M	10 4%
Not at all satisfied	6 1%	3 1%	2 1%	1 1%	3 2%	2 2%	5 2%	1 1%	4 11% JK	2 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_4. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

4. Resolving customer identity across different databases, systems of engagement, and devices

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	411 91%	275 92%	137 91%	138 92%	136 88%	95 86%	293 90%	118 93%	23 61%	239 91%	149 97%	177 83%	234 97%
Very satisfied	164 36%	117 39%	79 53% DEF	38 25%	47 31%	36 33%	102 31%	62 49% G	5 13%	69 26%	90 58% J	42 20%	122 50% L
Somewhat satisfied	247 54%	158 53%	58 39%	100 67% C	89 58% C	59 54% C	191 58% H	56 44%	18 47%	170 65% IK	59 38%	135 64% M	112 46%
BOTTOM 2 BOX (NET)	43 9%	25 8%	13 9%	12 8%	18 12%	15 14%	34 10%	9 7%	15 39% JK	23 9% K	5 3%	35 17% M	8 3%
Not very satisfied	39 9%	24 8%	12 8%	12 8%	15 10%	15 14%	31 9%	8 6%	12 32% JK	22 8% K	5 3%	32 15% M	7 3%
Not at all satisfied	4 1%	1 *	1 1%	-	3 2%	-	3 1%	1 1%	3 8% JK	1 *	-	3 1%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_5. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

5. Making hyper-personalized offers that understand where the customer is in their buying journey

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	400 88%	266 89%	136 91%	130 87%	134 87%	93 85%	286 87%	114 90%	21 55%	236 90%	143 93%	171 81%	229 95%
Very satisfied	148 33%	112 37% E	64 43% E	48 32%	36 23%	38 35%	95 29%	53 42% G	4 11%	62 24%	82 53% J	28 13%	120 50% L
Somewhat satisfied	252 56%	154 51%	72 48%	82 55%	98 64% CB	55 50%	191 58% H	61 48%	17 45%	174 66% IK	61 40%	143 67% M	109 45%
BOTTOM 2 BOX (NET)	54 12%	34 11%	14 9%	20 13%	20 13%	17 15%	41 13%	13 10%	17 45% JK	26 10%	11 7%	41 19% M	13 5%
Not very satisfied	47 10%	32 11%	14 9%	18 12%	15 10%	16 15%	35 11%	12 9%	13 34% JK	24 9%	10 6%	34 16% M	13 5%
Not at all satisfied	7 2%	2 1%	-	2 1%	5 3% CB	1 1%	6 2%	1 1%	4 11% JK	2 1%	1 1%	7 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_6. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

6. Accessing customer data and making offer decisions in real-time to keep pace with the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	393 87%	265 88%	130 87%	135 90%	128 83%	97 88%	279 85%	114 90%	23 61%	226 86%	144 94%	162 76%	231 95%
Very satisfied	148 33%	98 33%	63 42% D	35 23%	50 32%	45 41%	95 29%	53 42% G	8 21%	62 24%	78 51% IJ	28 13%	120 50% L
Somewhat satisfied	245 54%	167 56%	67 45%	100 67% CE	78 51%	52 47%	184 56%	61 48%	15 39%	164 63% IK	66 43%	134 63% M	111 46%
BOTTOM 2 BOX (NET)	61 13%	35 12%	20 13%	15 10%	26 17%	13 12%	48 15%	13 10%	15 39% JK	36 14% K	10 6%	50 24% M	11 5%
Not very satisfied	58 13%	33 11%	18 12%	15 10%	25 16%	12 11%	45 14%	13 10%	13 34% JK	35 13% K	10 6%	47 22% M	11 5%
Not at all satisfied	3 1%	2 1%	2 1%	-	1 1%	1 1%	3 1%	-	2 5% JK	1 *	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_7. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

7. Using machine learning that anticipates a customer's needs, wants, intent

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	381 84%	250 83%	126 84% F	124 83%	131 85%	81 74%	268 82%	113 89%	17 45%	219 84% I	145 94% J	150 71%	231 95% L
Very satisfied	140 31%	99 33%	55 37%	44 29%	41 27%	41 37%	93 28%	47 37%	3 8%	63 24% I	74 48% J	34 16%	106 44% L
Somewhat satisfied	241 53%	151 50%	71 47%	80 53%	90 58%	40 36%	175 54%	66 52%	14 37%	156 60% IK	71 46%	116 55%	125 52%
BOTTOM 2 BOX (NET)	73 16%	50 17%	24 16%	26 17%	23 15%	29 26% C	59 18%	14 11%	21 55% JK	43 16% K	9 6%	62 29% M	11 5%
Not very satisfied	63 14%	46 15%	21 14%	25 17%	17 11%	24 22%	51 16%	12 9%	16 42% JK	39 15% K	8 5%	53 25% M	10 4%
Not at all satisfied	10 2%	4 1%	3 2%	1 1%	6 4%	5 5%	8 2%	2 2%	5 13% JK	4 2%	1 1%	9 4% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_8. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

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8. Appending second and third-party data to enrich a customer's profile

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	386 85%	252 84%	132 88%	120 80%	134 87%	89 81%	277 85%	109 86%	21 55%	222 85% I	143 93% J	156 74%	230 95% L
Very satisfied	136 30%	99 33% E	63 42% DE	36 24%	37 24%	35 32%	87 27%	49 39% G	3 8%	67 26% I	66 43% J	40 19%	96 40% L
Somewhat satisfied	250 55%	153 51%	69 46%	84 56%	97 63% CB	54 49%	190 58% H	60 47%	18 47%	155 59%	77 50%	116 55%	134 55%
BOTTOM 2 BOX (NET)	68 15%	48 16%	18 12%	30 20%	20 13%	21 19%	50 15%	18 14%	17 45% JK	40 15% K	11 7%	56 26% M	12 5%
Not very satisfied	65 14%	47 16%	18 12%	29 19%	18 12%	18 16%	49 15%	16 13%	16 42% JK	39 15% K	10 6%	53 25% M	12 5%
Not at all satisfied	3 1%	1 *	-	1 1%	2 1%	3 3% C	1 *	2 2%	1 3%	1 *	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q205_9. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer?

9. The ability to connect anonymous or unknown visitors with known customers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	375 83%	249 83%	131 87% D	118 79%	126 82%	86 78%	268 82%	107 84%	20 53%	209 80% I	146 95% J	152 72%	223 92% L
Very satisfied	149 33%	105 35%	61 41% DE	44 29%	44 29%	37 34%	94 29%	55 43% G	4 11%	63 24%	82 53% J	37 17%	112 46% L
Somewhat satisfied	226 50%	144 48%	70 47%	74 49%	82 53%	49 45%	174 53% H	52 41%	16 42%	146 56% K	64 42%	115 54%	111 46%
BOTTOM 2 BOX (NET)	79 17%	51 17%	19 13%	32 21% C	28 18%	24 22%	59 18%	20 16%	18 47% JK	53 20% K	8 5%	60 28% M	19 8%
Not very satisfied	73 16%	49 16%	17 11%	32 21% C	24 16%	23 21% C	54 17%	19 15%	15 39% JK	50 19% K	8 5%	54 25% M	19 8%
Not at all satisfied	6 1%	2 1%	2 1%	-	4 3% D	1 1%	5 2%	1 1%	3 8% JK	3 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF NOT CURRENTLY USING

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Artificial Intelligence/Machine Learning (ML) based recommendations	113 25%	71 24%	26 17%	45 30% C	42 27% C	25 23%	96 29% H	17 13%	18 47% JK	67 26%	28 18%	74 35% M	39 16%
A/B multivariate testing	112 25%	68 23%	26 17%	42 28% C	44 29% C	19 17%	92 28% H	20 16%	14 37% K	70 27% K	28 18%	68 32% M	44 18%
Personalization delivered through smart device/sensor data (IoT)	103 23%	69 23%	19 13%	50 33% CE	34 22% C	20 18%	84 26% H	19 15%	18 47% JK	60 23%	25 16%	65 31% M	38 16%
Personalization delivered through Clienteling Application	88 19%	56 19%	17 11%	39 26% C	32 21% C	18 16%	73 22% H	15 12%	14 37% JK	50 19%	24 16%	52 25% M	36 15%
Predictive modeling-based recommendations	85 19%	58 19%	19 13%	39 26% C	27 18%	13 12%	69 21% H	16 13%	15 39% JK	50 19%	20 13%	59 28% M	26 11%
Rules-based recommendations	83 18%	56 19%	18 12%	38 25% C	27 18%	16 15%	70 21% H	13 10%	14 37% JK	47 18%	22 14%	55 26% M	28 12%
Business rules-based offers	77 17%	45 15%	15 10%	30 20% C	32 21% C	16 15%	66 20% H	11 9%	12 32% JK	47 18%	18 12%	49 23% M	28 12%
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	69 15%	49 16%	18 12%	31 21% C	20 13%	18 16%	56 17%	13 10%	13 34% JK	45 17% K	11 7%	44 21% M	25 10%
Using preference/loyalty data to personalize	54 12%	32 11%	13 9%	19 13%	22 14%	9 8%	42 13%	12 9%	10 26% JK	36 14% K	8 5%	30 14% M	24 10%
Personalization delivered through Mobile Applications	51 11%	31 10%	8 5%	23 15% C	20 13% C	8 7%	43 13% H	8 6%	12 32% JK	27 10%	12 8%	32 15% M	19 8%
Personalization delivered through Website	45 10%	34 11%	17 11%	17 11%	11 7%	7 6%	38 12%	7 6%	10 26% JK	27 10%	8 5%	28 13% M	17 7%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF CURRENTLY USING

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalization delivered through Website	346 76%	217 72%	118 79% D	99 66%	129 84% DB	95 86%	243 74%	103 81%	16 42%	192 73% I	138 90% J	138 65%	208 86% L
Using preference/loyalty data to personalize	328 72%	220 73%	120 80% DE	100 67%	108 70%	90 82%	234 72%	94 74%	15 39%	187 71% I	126 82% J	138 65%	190 79% L
Personalization delivered through Mobile Applications	312 69%	203 68%	117 78% D	86 57%	109 71% D	85 77%	214 65%	98 77% G	16 42%	175 67% I	121 79% J	129 61%	183 76% L
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	296 65%	194 65%	112 75% D	82 55%	102 66% D	76 69%	202 62%	94 74% G	19 50%	159 61% I	118 77% J	119 56%	177 73% L
Rules-based recommendations	286 63%	187 62%	109 73% D	78 52%	99 64% D	77 70%	190 58%	96 76% G	19 50%	159 61% I	108 70% I	115 54%	171 71% L
Predictive modeling-based recommendations	279 61%	183 61%	110 73% DE	73 49%	96 62% D	77 70%	182 56%	97 76% G	16 42%	154 59% I	109 71% J	106 50%	173 71% L
Business rules-based offers	273 60%	180 60%	112 75% DE	68 45%	93 60% D	81 74%	174 53%	99 78% G	18 47%	143 55% I	112 73% J	109 51%	164 68% L
Personalization delivered through Clienteling Application	269 59%	174 58%	107 71% D	67 45%	95 62% D	73 66%	170 52%	99 78% G	12 32%	147 56% I	110 71% J	106 50%	163 67% L
Personalization delivered through smart device/sensor data (IoT)	248 55%	161 54%	99 66% D	62 41%	87 56% D	70 64%	161 49%	87 69% G	13 34%	136 52% I	99 64% J	90 42%	158 65% L
Artificial Intelligence/Machine Learning (ML) based recommendations	231 51%	152 51%	96 64% DE	56 37%	79 51% D	57 52%	144 44%	87 69% G	9 24%	129 49% I	93 60% J	79 37%	152 63% L
A/B multivariate testing	205 45%	131 44%	81 54% D	50 33%	74 48% D	53 48%	120 37%	85 67% G	17 45%	105 40% I	83 54% J	74 35%	131 54% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

SUMMARY TABLE OF CURRENTLY USING WITH GREAT SUCCESS

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Using preference/loyalty data to personalize	166 37%	114 38%	69 46% DE	45 30%	52 34%	40 36%	113 35%	53 42%	8 21%	85 32%	73 47% IJ	65 31%	101 42% L
Personalization delivered through Website	158 35%	107 36%	63 42% D	44 29%	51 33%	53 48%	106 32%	52 41%	4 11%	74 28%	80 52% IJ	47 22%	111 46% L
Personalization delivered through Mobile Applications	148 33%	101 34%	64 43% DE	37 25%	47 31%	42 38%	90 28%	58 46% G	6 16%	69 26%	73 47% IJ	43 20%	105 43% L
Rules-based recommendations	128 28%	84 28%	57 38% D	27 18%	44 29% D	31 28%	77 24%	51 40% G	2 5%	58 22% I	68 44% IJ	32 15%	96 40% L
Business rules-based offers	121 27%	83 28%	58 39% DE	25 17%	38 25%	32 29%	73 22%	48 38% G	4 11%	53 20%	64 42% IJ	36 17%	85 35% L
Personalization delivered through smart device/sensor data (IoT)	116 26%	76 25%	55 37% DE	21 14%	40 26% D	37 34%	69 21%	47 37% G	2 5%	51 19% I	63 41% IJ	21 10%	95 39% L
Using real-time data based on location, behavior, sentiment, weather, etc. to personalize	115 25%	81 27%	58 39% DE	23 15%	34 22%	32 29%	76 23%	39 31%	2 5%	44 17%	69 45% IJ	19 9%	96 40% L
Personalization delivered through Clienteling Application	114 25%	76 25%	52 35% D	24 16%	38 25%	36 33%	70 21%	44 35% G	7 18%	46 18%	61 40% IJ	31 15%	83 34% L
Predictive modeling-based recommendations	112 25%	84 28% E	56 37% DE	28 19%	28 18%	32 29%	71 22%	41 32% G	7 18%	51 19%	54 35% J	24 11%	88 36% L
Artificial Intelligence/Machine Learning (ML) based recommendations	110 24%	80 27%	52 35% DE	28 19%	30 19%	33 30%	63 19%	47 37% G	5 13%	55 21%	50 32% IJ	21 10%	89 37% L
A/B multivariate testing	92 20%	64 21%	36 24%	28 19%	28 18%	29 26%	49 15%	43 34% G	7 18%	43 16%	42 27% J	25 12%	67 28% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_1. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 238

1. Rules-based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	83 18%	56 19%	18 12%	38 25% C	27 18%	16 15%	70 21% H	13 10%	14 37% JK	47 18%	22 14%	55 26% M	28 12%
Not currently using nor planning to use in the next 12 months	28 6%	18 6%	7 5%	11 7%	10 6%	5 5%	24 7%	4 3%	5 13%	15 6%	8 5%	21 10% M	7 3%
Not currently using but plan to use in the next 12 months	55 12%	38 13%	11 7%	27 18% C	17 11%	11 10%	46 14% H	9 7%	9 24% K	32 12%	14 9%	34 16% M	21 9%
Currently beta testing	58 13%	38 13%	16 11%	22 15%	20 13%	14 13%	42 13%	16 13%	3 8%	35 13%	20 13%	28 13%	30 12%
CURRENTLY USING (NET)	286 63%	187 62%	109 73% D	78 52%	99 64% D	77 70%	190 58%	96 76% G	19 50%	159 61%	108 70% I	115 54%	171 71% L
Currently using with some success	158 35%	103 34%	52 35%	51 34%	55 36%	46 42%	113 35%	45 35%	17 45% K	101 39% K	40 26%	83 39%	75 31%
Currently using with great success	128 28%	84 28%	57 38% D	27 18%	44 29% D	31 28%	77 24%	51 40% G	2 5%	58 22% I	68 44% IJ	32 15%	96 40% L
Not sure	27 6%	19 6%	7 5%	12 8%	8 5%	3 3%	25 8% H	2 2%	2 5%	21 8% K	4 3%	14 7%	13 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_2. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 239

2. Predictive modeling-based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	85 19%	58 19%	19 13%	39 26% C	27 18%	13 12%	69 21% H	16 13%	15 39% JK	50 19%	20 13%	59 28% M	26 11%
Not currently using nor planning to use in the next 12 months	28 6%	19 6%	6 4%	13 9%	9 6%	5 5%	23 7%	5 4%	9 24% JK	12 5%	7 5%	21 10% M	7 3%
Not currently using but plan to use in the next 12 months	57 13%	39 13%	13 9%	26 17% C	18 12%	8 7%	46 14%	11 9%	6 16%	38 15%	13 8%	38 18% M	19 8%
Currently beta testing	72 16%	46 15%	16 11%	30 20% C	26 17%	16 15%	58 18%	14 11%	7 18%	44 17%	21 14%	41 19%	31 13%
CURRENTLY USING (NET)	279 61%	183 61%	110 73% DE	73 49%	96 62% D	77 70%	182 56%	97 76% G	16 42%	154 59%	109 71% IJ	106 50%	173 71% L
Currently using with some success	167 37%	99 33%	54 36%	45 30%	68 44% DB	45 41%	111 34%	56 44% G	9 24%	103 39%	55 36%	82 39%	85 35%
Currently using with great success	112 25%	84 28% E	56 37% DE	28 19%	28 18%	32 29%	71 22%	41 32% G	7 18%	51 19%	54 35% J	24 11%	88 36% L
Not sure	18 4%	13 4%	5 3%	8 5%	5 3%	4 4%	18 6% H	-	-	14 5%	4 3%	6 3%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_3. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 240

3. Artificial Intelligence/Machine Learning (ML) based recommendations

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	113 25%	71 24%	26 17%	45 30% C	42 27% C	25 23%	96 29% H	17 13%	18 47% JK	67 26%	28 18%	74 35% M	39 16%
Not currently using nor planning to use in the next 12 months	45 10%	29 10%	7 5%	22 15% C	16 10%	11 10%	38 12%	7 6%	10 26% JK	24 9%	11 7%	32 15% M	13 5%
Not currently using but plan to use in the next 12 months	68 15%	42 14%	19 13%	23 15%	26 17%	14 13%	58 18% H	10 8%	8 21%	43 16%	17 11%	42 20% M	26 11%
Currently beta testing	87 19%	63 21%	24 16%	39 26% CE	24 16%	26 24%	67 20%	20 16%	8 21%	48 18%	31 20%	42 20%	45 19%
CURRENTLY USING (NET)	231 51%	152 51%	96 64% DE	56 37%	79 51% D	57 52%	144 44%	87 69% G	9 24%	129 49% I	93 60% IJ	79 37%	152 63% L
Currently using with some success	121 27%	72 24%	44 29% D	28 19%	49 32% D	24 22%	81 25%	40 31%	4 11%	74 28% I	43 28% I	58 27%	63 26%
Currently using with great success	110 24%	80 27%	52 35% DE	28 19%	30 19%	33 30%	63 19%	47 37% G	5 13%	55 21%	50 32% IJ	21 10%	89 37% L
Not sure	23 5%	14 5%	4 3%	10 7%	9 6%	2 2%	20 6%	3 2%	3 8% K	18 7% K	2 1%	17 8% M	6 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_4. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 241

4. Personalization delivered through Mobile Applications

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	51 11%	31 10%	8 5%	23 15% C	20 13% C	8 7%	43 13% H	8 6%	12 32% JK	27 10%	12 8%	32 15% M	19 8%
Not currently using nor planning to use in the next 12 months	17 4%	11 4%	3 2%	8 5%	6 4%	5 5%	16 5% H	1 1%	5 13% JK	7 3%	5 3%	12 6% M	5 2%
Not currently using but plan to use in the next 12 months	34 7%	20 7%	5 3%	15 10% C	14 9% C	3 3%	27 8%	7 6%	7 18% JK	20 8%	7 5%	20 9%	14 6%
Currently beta testing	75 17%	54 18%	19 13%	35 23% CE	21 14%	17 15%	55 17%	20 16%	10 26% K	45 17%	20 13%	43 20% M	32 13%
CURRENTLY USING (NET)	312 69%	203 68%	117 78% D	86 57%	109 71% D	85 77%	214 65%	98 77% G	16 42%	175 67% I	121 79% IJ	129 61%	183 76% L
Currently using with some success	164 36%	102 34%	53 35%	49 33%	62 40%	43 39%	124 38%	40 31%	10 26%	106 40%	48 31%	86 41%	78 32%
Currently using with great success	148 33%	101 34%	64 43% DE	37 25%	47 31%	42 38%	90 28%	58 46% G	6 16%	69 26%	73 47% IJ	43 20%	105 43% L
Not sure	16 4%	12 4%	6 4% F	6 4%	4 3%	-	15 5% H	1 1%	-	15 6% K	1 1%	8 4%	8 3%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_5. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

5. Personalization delivered through smart device/sensor data (IoT)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	103 23%	69 23%	19 13%	50 33% CE	34 22% C	20 18%	84 26% H	19 15%	18 47% JK	60 23%	25 16%	65 31% M	38 16%
Not currently using nor planning to use in the next 12 months	37 8%	24 8%	5 3%	19 13% C	13 8%	10 9%	32 10% H	5 4%	10 26% JK	20 8%	7 5%	26 12% M	11 5%
Not currently using but plan to use in the next 12 months	66 15%	45 15%	14 9%	31 21% C	21 14%	10 9%	52 16%	14 11%	8 21%	40 15%	18 12%	39 18% M	27 11%
Currently beta testing	83 18%	54 18%	25 17%	29 19%	29 19%	14 13%	65 20%	18 14%	6 16%	49 19%	28 18%	47 22% M	36 15%
CURRENTLY USING (NET)	248 55%	161 54%	99 66% D	62 41%	87 56% D	70 64%	161 49%	87 69% G	13 34%	136 52% I	99 64% IJ	90 42%	158 65% L
Currently using with some success	132 29%	85 28%	44 29%	41 27%	47 31%	33 30%	92 28%	40 31%	11 29%	85 32%	36 23%	69 33%	63 26%
Currently using with great success	116 26%	76 25%	55 37% DE	21 14%	40 26% D	37 34%	69 21%	47 37% G	2 5%	51 19% I	63 41% IJ	21 10%	95 39% L
Not sure	20 4%	16 5%	7 5%	9 6%	4 3%	6 5%	17 5%	3 2%	1 3%	17 6% K	2 1%	10 5%	10 4%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_6. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 243

6. Personalization delivered through Clienteling Application

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	88 19%	56 19%	17 11%	39 26% C	32 21% C	18 16%	73 22% H	15 12%	14 37% JK	50 19%	24 16%	52 25% M	36 15%
Not currently using nor planning to use in the next 12 months	35 8%	20 7%	8 5%	12 8%	15 10%	7 6%	28 9%	7 6%	3 8%	18 7%	14 9%	18 8%	17 7%
Not currently using but plan to use in the next 12 months	53 12%	36 12%	9 6%	27 18% C	17 11%	11 10%	45 14% H	8 6%	11 29% JK	32 12%	10 6%	34 16% M	19 8%
Currently beta testing	78 17%	54 18%	22 15%	32 21%	24 16%	10 9%	65 20% H	13 10%	10 26% K	49 19%	19 12%	47 22% M	31 13%
CURRENTLY USING (NET)	269 59%	174 58%	107 71% D	67 45%	95 62% D	73 66%	170 52%	99 78% G	12 32%	147 56% I	110 71% IJ	106 50%	163 67% L
Currently using with some success	155 34%	98 33%	55 37%	43 29%	57 37%	37 34%	100 31%	55 43% G	5 13%	101 39% I	49 32% I	75 35%	80 33%
Currently using with great success	114 25%	76 25%	52 35% D	24 16%	38 25%	36 33%	70 21%	44 35% G	7 18%	46 18%	61 40% IJ	31 15%	83 34% L
Not sure	19 4%	16 5%	4 3%	12 8% CE	3 2%	9 8% C	19 6% H	-	2 5% K	16 6% K	1 1%	7 3%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_7. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 244

7. Personalization delivered through Website

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	45 10%	34 11%	17 11%	17 11%	11 7%	7 6%	38 12%	7 6%	10 26% JK	27 10%	8 5%	28 13% M	17 7%
Not currently using nor planning to use in the next 12 months	15 3%	9 3%	6 4%	3 2%	6 4%	5 5%	14 4%	1 1%	4 11% JK	9 3%	2 1%	9 4%	6 2%
Not currently using but plan to use in the next 12 months	30 7%	25 8% E	11 7% F	14 9% E	5 3%	2 2%	24 7%	6 5%	6 16% K	18 7%	6 4%	19 9%	11 5%
Currently beta testing	51 11%	40 13% E	11 7%	29 19% CE	11 7%	6 5%	36 11%	15 12%	10 26% JK	34 13% K	7 5%	38 18% M	13 5%
CURRENTLY USING (NET)	346 76%	217 72%	118 79% D	99 66%	129 84% DB	95 86%	243 74%	103 81%	16 42%	192 73% I	138 90% J	138 65%	208 86% L
Currently using with some success	188 41%	110 37%	55 37%	55 37%	78 51% CDB	42 38%	137 42%	51 40%	12 32%	118 45%	58 38%	91 43%	97 40%
Currently using with great success	158 35%	107 36%	63 42% D	44 29%	51 33%	53 48%	106 32%	52 41%	4 11%	74 28% I	80 52% J	47 22%	111 46% L
Not sure	12 3%	9 3%	4 3%	5 3%	3 2%	2 2%	10 3%	2 2%	2 5% K	9 3%	1 1%	8 4%	4 2%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_8. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 245

8. Using preference/loyalty data to personalize

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	54 12%	32 11%	13 9%	19 13%	22 14%	9 8%	42 13%	12 9%	10 26% JK	36 14% K	8 5%	30 14%	24 10%
Not currently using nor planning to use in the next 12 months	14 3%	8 3%	4 3%	4 3%	6 4%	4 4%	11 3%	3 2%	3 8% K	9 3%	2 1%	8 4%	6 2%
Not currently using but plan to use in the next 12 months	40 9%	24 8%	9 6%	15 10%	16 10%	5 5%	31 9%	9 7%	7 18% K	27 10% K	6 4%	22 10%	18 7%
Currently beta testing	59 13%	38 13%	15 10%	23 15%	21 14%	10 9%	41 13%	18 14%	12 32% JK	28 11%	19 12%	38 18% M	21 9%
CURRENTLY USING (NET)	328 72%	220 73%	120 80% DE	100 67%	108 70%	90 82%	234 72%	94 74%	15 39%	187 71% I	126 82% IJ	138 65%	190 79% L
Currently using with some success	162 36%	106 35%	51 34%	55 37%	56 36%	50 45%	121 37%	41 32%	7 18%	102 39% I	53 34%	73 34%	89 37%
Currently using with great success	166 37%	114 38%	69 46% DE	45 30%	52 34%	40 36%	113 35%	53 42%	8 21%	85 32%	73 47% IJ	65 31%	101 42% L
Not sure	13 3%	10 3%	2 1%	8 5%	3 2%	1 1%	10 3%	3 2%	1 3%	11 4% K	1 1%	6 3%	7 3%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_9. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 246

9. Using real-time data based on location, behavior, sentiment, weather, etc. to personalize

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	69 15%	49 16%	18 12%	31 21% C	20 13%	18 16%	56 17%	13 10%	13 34% JK	45 17% K	11 7%	44 21% M	25 10%
Not currently using nor planning to use in the next 12 months	24 5%	17 6%	5 3%	12 8%	7 5%	5 5%	21 6%	3 2%	5 13% K	15 6%	4 3%	12 6%	12 5%
Not currently using but plan to use in the next 12 months	45 10%	32 11%	13 9%	19 13% C	13 8% C	13 12%	35 11%	10 8%	8 21% K	30 11% K	7 5%	32 15% M	13 5%
Currently beta testing	68 15%	41 14%	14 9%	27 18% C	27 18% C	13 12%	50 15%	18 14%	5 13%	41 16%	22 14%	40 19% M	28 12%
CURRENTLY USING (NET)	296 65%	194 65%	112 75% D	82 55% D	102 66% D	76 69%	202 62%	94 74% G	19 50%	159 61%	118 77% IJ	119 56%	177 73% L
Currently using with some success	181 40%	113 38%	54 36%	59 39%	68 44%	44 40%	126 39%	55 43%	17 45%	115 44% K	49 32%	100 47% M	81 33%
Currently using with great success	115 25%	81 27%	58 39% DE	23 15%	34 22%	32 29%	76 23%	39 31%	2 5%	44 17%	69 45% IJ	19 9%	96 40% L
Not sure	21 5%	16 5%	6 4%	10 7%	5 3%	3 3%	19 6%	2 2%	1 3%	17 6% K	3 2%	9 4%	12 5%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_10. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 247

10. A/B multivariate testing

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	112 25%	68 23%	26 17%	42 28% C	44 29% C	19 17%	92 28% H	20 16%	14 37% K	70 27% K	28 18%	68 32% M	44 18%
Not currently using nor planning to use in the next 12 months	46 10%	30 10%	10 7%	20 13%	16 10%	8 7%	39 12% H	7 6%	8 21% K	27 10%	11 7%	30 14% M	16 7%
Not currently using but plan to use in the next 12 months	66 15%	38 13%	16 11%	22 15%	28 18%	11 10%	53 16%	13 10%	6 16%	43 16%	17 11%	38 18%	28 12%
Currently beta testing	87 19%	64 21%	28 19%	36 24% E	23 15%	20 18%	66 20%	21 17%	5 13%	49 19%	33 21%	42 20%	45 19%
CURRENTLY USING (NET)	205 45%	131 44%	81 54% D	50 33%	74 48% D	53 48%	120 37%	85 67% G	17 45%	105 40%	83 54% J	74 35%	131 54% L
Currently using with some success	113 25%	67 22%	45 30% D	22 15%	46 30% D	24 22%	71 22%	42 33% G	10 26%	62 24%	41 27%	49 23%	64 26%
Currently using with great success	92 20%	64 21%	36 24%	28 19%	28 18%	29 26%	49 15%	43 34% G	7 18%	43 16%	42 27% J	25 12%	67 28% L
Not sure	50 11%	37 12%	15 10%	22 15%	13 8%	18 16%	49 15% H	1 1%	2 5%	38 15% K	10 6%	28 13%	22 9%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q210_11. Which of the following personalization tactics does your company use or plan to use in the next 12 months?

22 Mar 2019
 Table 248

11. Business rules-based offers

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
NOT CURRENTLY USING (NET)	77 17%	45 15%	15 10%	30 20% C	32 21% C	16 15%	66 20% H	11 9%	12 32% JK	47 18%	18 12%	49 23% M	28 12%
Not currently using nor planning to use in the next 12 months	26 6%	18 6%	5 3%	13 9%	8 5%	8 7%	23 7%	3 2%	4 11%	14 5%	8 5%	17 8%	9 4%
Not currently using but plan to use in the next 12 months	51 11%	27 9%	10 7%	17 11%	24 16% CB	8 7%	43 13% H	8 6%	8 21% K	33 13% K	10 6%	32 15% M	19 8%
Currently beta testing	72 16%	51 17%	16 11%	35 23% CE	21 14%	8 7%	56 17%	16 13%	6 16%	49 19% K	17 11%	38 18%	34 14%
CURRENTLY USING (NET)	273 60%	180 60%	112 75% DE	68 45%	93 60% D	81 74%	174 53%	99 78% G	18 47%	143 55%	112 73% IJ	109 51%	164 68% L
Currently using with some success	152 33%	97 32%	54 36%	43 29%	55 36%	49 45%	101 31%	51 40%	14 37%	90 34%	48 31%	73 34%	79 33%
Currently using with great success	121 27%	83 28%	58 39% DE	25 17%	38 25%	32 29%	73 22%	48 38% G	4 11%	53 20%	64 42% IJ	36 17%	85 35% L
Not sure	32 7%	24 8%	7 5%	17 11% C	8 5%	5 5%	31 9% H	1 1%	2 5%	23 9%	7 5%	16 8%	16 7%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q215. How has your Machine Learning (ML) strategy evolved over the past 12 months? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
ML STRATEGY HAS EVOLVED (NET)	399 88%	259 86%	134 89%	125 83%	140 91% D	103 94%	275 84%	124 98% G	27 71%	229 87% I	143 93%	177 83%	222 92% L
We are evaluating more potential uses	186 41%	118 39%	67 45%	51 34%	68 44%	53 48%	119 36%	67 53% G	19 50%	105 40%	62 40%	88 42%	98 40%
We are putting ML in place to optimize profit	151 33%	103 34%	60 40% D	43 29%	48 31%	35 32%	102 31%	49 39%	8 21%	79 30%	64 42% J	61 29%	90 37%
We are running multiple experiments/ proofs of concepts	145 32%	97 32%	54 36%	43 29%	48 31%	38 35%	89 27%	56 44% G	12 32%	74 28%	59 38% J	59 28%	86 36%
We are putting ML in place to drive down costs	125 28%	89 30%	51 34% E	38 25%	36 23%	31 28%	87 27%	38 30%	5 13%	74 28% I	46 30% I	55 26%	70 29%
We are putting ML in place to drive revenue in multiple channels	113 25%	71 24%	44 29% D	27 18%	42 27%	23 21%	82 25%	31 24%	8 21%	67 26%	38 25%	46 22%	67 28%
We are putting ML in place to drive revenue in one channel	102 22%	63 21%	31 21%	32 21%	39 25%	26 24%	70 21%	32 25%	7 18%	57 22%	38 25%	40 19%	62 26%
Other, please specify	-	-	-	-	-	-	-	-	-	-	-	-	-
N/A - it has stayed pretty much the same.	29 6%	23 8%	9 6%	14 9%	6 4%	3 3%	28 9% H	1 1%	4 11%	18 7%	7 5%	17 8%	12 5%
N/A - we do not have a specific ML strategy in place.	26 6%	18 6%	7 5%	11 7%	8 5%	4 4%	24 7% H	2 2%	7 18% JK	15 6%	4 3%	18 8% M	8 3%
Sigma	877 193%	582 194%	323 215%	259 173%	295 192%	213 194%	601 184%	276 217%	70 184%	489 187%	318 206%	384 181%	493 204%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q217. What, if anything, is preventing your company from building or expanding its ML capabilities? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	372 82%	236 79%	126 84% D	110 73%	136 88% DB	100 91%	256 78%	116 91% G	36 95% JK	214 82%	122 79%	194 92% M	178 74%
Lack of skilled resources/data scientists	135 30%	86 29%	49 33%	37 25%	49 32%	28 25%	86 26%	49 39% G	17 45% J	74 28%	44 29%	65 31%	70 29%
Lack of funding	124 27%	74 25%	43 29%	31 21%	50 32% D	36 33%	92 28%	32 25%	17 45% JK	73 28%	34 22%	76 36% M	48 20%
Lack of executive buy-in	115 25%	77 26%	39 26%	38 25%	38 25%	23 21%	74 23%	41 32% G	15 39% J	61 23%	39 25%	58 27%	57 24%
Technology is too complex or too immature	105 23%	71 24%	41 27%	30 20%	34 22%	34 31%	64 20%	41 32% G	7 18%	60 23%	38 25%	51 24%	54 22%
Other competing priorities that we are focused on that are higher priority	92 20%	56 19%	28 19%	28 19%	36 23%	38 35% C	58 18%	34 27% G	12 32%	53 20%	27 18%	47 22%	45 19%
Unable to prove the business value	91 20%	57 19%	40 27% D	17 11%	34 22% D	28 25%	48 15%	43 34% G	10 26%	49 19%	32 21%	43 20%	48 20%
Can't see a compelling reason to build or expand at this time	72 16%	48 16%	28 19%	20 13%	24 16%	13 12%	45 14%	27 21%	8 21%	40 15%	24 16%	40 19%	32 13%
Other, please specify	1 *	1 *	1 1%	-	-	-	1 *	-	-	1 *	-	-	1 *
Nothing	68 15%	52 17%	21 14% F	31 21% E	16 10%	6 5%	58 18% H	10 8%	1 3%	39 15% I	28 18% I	13 6%	55 23% L
Not sure	14 3%	12 4%	3 2%	9 6% E	2 1%	4 4%	13 4%	1 1%	1 3%	9 3%	4 3%	5 2%	9 4%
Sigma	817 180%	534 178%	293 195%	241 161%	283 184%	210 191%	539 165%	278 219%	88 232%	459 175%	270 175%	398 188%	419 173%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q220. In what ways, if any, is your existing MarTech (marketing technology) stack preventing you from managing an omnichannel customer experience? Please select all that apply.

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
AT LEAST ONE OF THESE (NET)	389 86%	250 83%	128 85%	122 81%	139 90% DB	105 95% C	269 82%	120 94% G	37 97% JK	225 86%	127 82%	197 93% M	192 79%
Integrations are costly and labor intensive to manage	130 29%	88 29%	48 32%	40 27%	42 27%	43 39%	93 28%	37 29%	13 34%	81 31%	36 23%	77 36% M	53 22%
There is a lack of data integration between different MarTech systems	125 28%	80 27%	52 35% D	28 19%	45 29% D	42 38%	74 23%	51 40% G	14 37%	70 27%	41 27%	62 29%	63 26%
Some channels lag the customer cadence (i.e. are not real-time, not contextually aware)	121 27%	74 25%	42 28%	32 21%	47 31%	37 34%	81 25%	40 31%	12 32%	65 25%	44 29%	56 26%	65 27%
Unable to deliver innovative customer journeys with existing technology	110 24%	69 23%	40 27% F	29 19%	41 27%	15 14%	75 23%	35 28%	13 34%	64 24%	33 21%	57 27%	53 22%
We are using a marketing cloud that is a closed, self-contained system	109 24%	72 24%	44 29% D	28 19%	37 24%	31 28%	65 20%	44 35% G	10 26%	61 23%	38 25%	47 22%	62 26%
We have highly specialized applications that can't be replaced	107 24%	71 24%	37 25%	34 23%	36 23%	22 20%	62 19%	45 35% G	9 24%	50 19%	48 31% J	41 19%	66 27% L
Data is siloed by channel	76 17%	52 17%	28 19%	24 16%	24 16%	36 33% C	42 13%	34 27% G	12 32% JK	38 15%	26 17%	38 18%	38 16%
Other, please specify	-	-	-	-	-	1 1%	-	-	-	-	-	-	-
None	65 14%	50 17% E	22 15% F	28 19% E	15 10%	5 5%	58 18% H	7 6%	1 3%	37 14% I	27 18% I	15 7%	50 21% L
Sigma	843 186%	556 185%	313 209%	243 162%	287 186%	232 211%	550 168%	293 231%	84 221%	466 178%	293 190%	393 185%	450 186%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
1	8 2%	6 2%	2 1%	4 3%	2 1%	2 2%	8 2%	-	-	4 2%	4 3%	4 2%	4 2%
2	28 6%	20 7%	9 6%	11 7%	8 5%	9 8%	28 9% H	-	4 11%	13 5%	11 7%	11 5%	17 7%
3-5	101 22%	73 24%	35 23%	38 25%	28 18%	31 28%	101 31% H	-	12 32%	56 21%	33 21%	54 25%	47 19%
6-9	44 10%	23 8%	13 9%	10 7%	21 14% DB	6 5%	44 13% H	-	4 11%	31 12% K	9 6%	26 12%	18 7%
10+	127 28%	79 26%	53 35% D	26 17%	48 31% D	32 29%	-	127 100% G	11 29%	57 22%	59 38% J	51 24%	76 31%
Not sure	146 32%	99 33%	38 25%	61 41% C	47 31%	30 27%	146 45% H	-	7 18%	101 39% IK	38 25%	66 31%	80 33%
MEAN	9.7	8.5	9.5	7.2	11.9 DB	7.4	4.3	19.8 G	9.3	9.4	10.4	9.6	9.8
STD. DEV.	9.43	8.38	9.17	7.22	10.66	8.32	2.02	9.37	9.40	9.15	9.95	9.26	9.63
STD. ERR.	0.56	0.63	0.95	0.80	1.05	1.04	0.15	0.95	1.72	0.73	1.03	0.78	0.82
MEDIAN	7	6	7	5	9	5	4	20	5	6	10	6	8
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?

Base: Those Who Know The Number Of Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
1	8 3%	6 3%	2 2%	4 4%	2 2%	2 3%	8 4%	-	-	4 2%	4 3%	4 3%	4 2%
2	28 9%	20 10%	9 8%	11 12%	8 7%	9 11%	28 15%	-	4 13%	13 8%	11 9%	11 8%	17 10%
3-5	101 33%	73 36%	35 31%	38 43%	28 26%	31 39%	101 56%	-	12 39%	56 35%	33 28%	54 37%	47 29%
6-9	44 14%	23 11%	13 12%	10 11%	21 20%	6 8%	44 24%	-	4 13%	31 19%	9 8%	26 18%	18 11%
10-15	43 14%	25 12%	19 17%	6 7%	18 17%	8 10%	-	43 34%	4 13%	24 15%	15 13%	19 13%	24 15%
16-20	21 7%	12 6%	6 5%	6 7%	9 8%	4 5%	-	21 17%	3 10%	9 6%	9 8%	11 8%	10 6%
21+	63 20%	42 21%	28 25%	14 16%	21 20%	20 25%	-	63 50%	4 13%	24 15%	35 30%	21 14%	42 26%
MEAN	9.7	8.5	9.5	7.2	11.9 DB	7.4	4.3	19.8 G	9.3	9.4	10.4	9.6	9.8
STD. DEV.	9.43	8.38	9.17	7.22	10.66	8.32	2.02	9.37	9.40	9.15	9.95	9.26	9.63
STD. ERR.	0.56	0.63	0.95	0.80	1.05	1.04	0.15	0.95	1.72	0.73	1.03	0.78	0.82
MEDIAN	7	6	7	5	9	5	4	20	5	6	10	6	8
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q232. You mentioned that the number of customer engagement systems is too few / too many. What would be the ideal number of systems?

Base: Number Of Systems Is Too Few Or Too Many

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	117	81*	47*	34*	36*	42*	59*	58*	23**	53*	41*	67*	50*
Weighted Base	117	81*	47*	34*	36*	42*	59*	58*	23**	53*	41*	67*	50*
1	9 8%	7 9%	5 11%	2 6%	2 6%	5 12%	8 14% H	1 2%	4 17%	4 8%	1 2%	9 13% M	-
2	4 3%	2 2%	1 2%	1 3%	2 6%	1 2%	4 7% H	-	2 9%	1 2%	1 2%	4 6%	-
3-5	17 15%	12 15%	5 11%	7 21%	5 14%	9 21%	13 22% H	4 7%	5 22%	9 17%	3 7%	12 18%	5 10%
6-9	16 14%	12 15%	4 9%	8 24%	4 11%	3 7%	13 22% H	3 5%	4 17%	10 19% K	2 5%	11 16%	5 10%
10+	59 50%	42 52%	27 57%	15 44%	17 47%	22 52%	16 27% H	43 74% G	7 30%	20 38%	32 78% J	24 36%	35 70% L
Not sure	12 10%	6 7%	5 11%	1 3%	6 17%	2 5%	5 8%	7 12%	1 4%	9 17%	2 5%	7 10%	5 10%
MEAN	19.3	20.8	23.3	17.6	15.4	26.0	7.4	31.8 G	10.3	14.5	29.7 J	13.4	27.0 L
STD. DEV.	18.97	19.89	20.50	18.91	16.09	23.50	7.44	19.37	13.36	15.82	20.43	15.88	20.08
STD. ERR.	1.85	2.30	3.16	3.29	2.94	3.72	1.01	2.71	2.85	2.39	3.27	2.05	2.99
MEDIAN	10	10	15	8	10	10	6	35	6	8	35	8	15
Sigma	117 100%	81 100%	47 100%	34 100%	36 100%	42 100%	59 100%	58 100%	23 100%	53 100%	41 100%	67 100%	50 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q233. Ideal Number of Systems [Among all respondents]

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	296	195	107	88*	101	78*	176	120	30*	152	114	139	157
Weighted Base	296	195	107	88*	101	78*	176	120	30*	152	114	139	157
1	15 5%	11 6%	6 6%	5 6%	4 4%	7 9%	14 8% H	1 1%	4 13% K	7 5%	4 4%	12 9% M	3 2%
2	26 9%	17 9%	9 8%	8 9%	9 9%	5 6%	26 15% H	-	3 10%	11 7%	12 11%	10 7%	16 10%
3-5	81 27%	58 30%	27 25%	31 35%	23 23%	27 35%	77 44% H	4 3%	7 23%	48 32%	26 23%	39 28%	42 27%
6-9	46 16%	27 14%	13 12%	14 16%	19 19%	6 8%	43 24% H	3 3%	6 20% K	32 21% K	8 7%	29 21% M	17 11%
10+	128 43%	82 42%	52 49% D	30 34%	46 46%	33 42%	16 9%	112 93% G	10 33%	54 36%	64 56% J	49 35%	79 50% L
MEAN	12.7	13.4	14.9	11.6	11.4	14.6	5.2	25.2 G	8.3	10.4	17.1 J	10.6	14.7 L
STD. DEV.	14.08	15.46	16.27	14.33	11.00	17.55	4.70	15.49	8.24	11.58	17.16	11.69	15.75
STD. ERR.	0.84	1.14	1.63	1.55	1.11	2.08	0.35	1.50	1.53	0.95	1.67	1.01	1.29
MEDIAN	8	6	8	6	9	6	4	23	6	6	10	6	10
Sigma	296 100%	195 100%	107 100%	88 100%	101 100%	78 100%	176 100%	120 100%	30 100%	152 100%	114 100%	139 100%	157 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. *small base

Q235. How well do your current customer engagement systems enable you to do the following?
SUMMARY TABLE OF VERY WELL (TOP BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalize the customer experience	170 37%	116 39%	73 49% DE	43 29%	54 35%	44 40%	114 35%	56 44%	4 11%	75 29% I	91 59% J	40 19%	130 54% L
Provide and access data in real time	166 37%	117 39%	67 45% DE	50 33%	49 32%	46 42%	113 35%	53 42%	4 11%	73 28% I	89 58% J	38 18%	128 53% L
Aggregate customer data	165 36%	114 38%	68 45% DE	46 31%	51 33%	44 40%	107 33%	58 46% G	5 13%	75 29% I	85 55% J	36 17%	129 53% L
Provide an up to date view of the customer	165 36%	120 40% E	72 48% DE	48 32%	45 29%	55 50%	110 34%	55 43%	3 8%	80 31% I	82 53% J	43 20%	122 50% L
Provide a consistent experience across all interaction touchpoints	163 36%	125 42% E	73 49% DE	52 35%	38 25%	42 38%	106 32%	57 45% G	4 11%	72 27% I	87 56% J	29 14%	134 55% L
Provide actionable insights	147 32%	103 34%	61 41% DE	42 28%	44 29%	40 36%	93 28%	54 43% G	5 13%	71 27% I	71 46% J	29 14%	118 49% L
Understand the customer's context in terms of previous journey stages	146 32%	96 32%	63 42% D	33 22%	50 32% D	34 31%	92 28%	54 43% G	6 16%	59 23% I	81 53% J	29 14%	117 48% L
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	144 32%	101 34%	64 43% DEF	37 25%	43 28%	27 25%	92 28%	52 41% G	3 8%	62 24% I	79 51% J	26 12%	118 49% L
Resolve customer identities across devices and/or data sources	143 31%	97 32%	63 42% DE	34 23%	46 30%	37 34%	83 25%	60 47% G	3 8%	63 24% I	77 50% J	29 14%	114 47% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235. How well do your current customer engagement systems enable you to do the following?

SUMMARY TABLE OF VERY / SOMEWHAT WELL (TOP 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Personalize the customer experience	404 89%	265 88%	135 90%	130 87%	139 90%	94 85%	292 89%	112 88%	21 55%	235 90%	148 96%	169 80%	235 97%
Provide actionable insights	401 88%	270 90%	136 91%	134 89%	131 85%	89 81%	288 88%	113 89%	24 63%	233 89%	144 94%	166 78%	235 97%
Provide and access data in real time	400 88%	267 89%	134 89%	133 89%	133 86%	96 87%	286 87%	114 90%	23 61%	235 90%	142 92%	161 76%	239 99%
Aggregate customer data	399 88%	266 89%	138 92%	128 85%	133 86%	93 85%	291 89%	108 85%	23 61%	230 88%	146 95%	164 77%	235 97%
Understand the customer's context in terms of previous journey stages	394 87%	255 85%	131 87%	124 83%	139 90%	90 82%	280 86%	114 90%	27 71%	224 85%	143 93%	163 77%	231 95%
Provide a consistent experience across all interaction touchpoints	392 86%	263 88%	129 86%	134 89%	129 84%	90 82%	284 87%	108 85%	21 55%	226 86%	145 94%	159 75%	233 96%
Provide an up to date view of the customer	390 86%	255 85%	127 85%	128 85%	135 88%	99 90%	277 85%	113 89%	24 63%	220 84%	146 95%	160 75%	230 95%
Resolve customer identities across devices and/or data sources	384 85%	256 85%	129 86%	127 85%	128 83%	92 84%	268 82%	116 91%	19 50%	224 85%	141 92%	153 72%	231 95%
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	375 83%	248 83%	126 84%	122 81%	127 82%	85 77%	263 80%	112 88%	20 53%	215 82%	140 91%	145 68%	230 95%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235. How well do your current customer engagement systems enable you to do the following?
SUMMARY TABLE OF NOT AT ALL / NOT VERY WELL (BOTTOM 2 BOX)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)	79 17%	52 17%	24 16%	28 19%	27 18%	25 23%	64 20%	15 12%	18 47% JK	47 18% K	14 9%	67 32% M	12 5%
Resolve customer identities across devices and/or data sources	70 15%	44 15%	21 14%	23 15%	26 17%	18 16%	59 18% H	11 9%	19 50% JK	38 15%	13 8%	59 28% M	11 5%
Provide an up to date view of the customer	64 14%	45 15%	23 15%	22 15%	19 12%	11 10%	50 15%	14 11%	14 37% JK	42 16% K	8 5%	52 25% M	12 5%
Provide a consistent experience across all interaction touchpoints	62 14%	37 12%	21 14%	16 11%	25 16%	20 18%	43 13%	19 15%	17 45% JK	36 14% K	9 6%	53 25% M	9 4%
Understand the customer's context in terms of previous journey stages	60 13%	45 15%	19 13%	26 17%	15 10%	20 18%	47 14%	13 10%	11 29% JK	38 15% K	11 7%	49 23% M	11 5%
Aggregate customer data	55 12%	34 11%	12 8%	22 15%	21 14%	17 15%	36 11%	19 15%	15 39% JK	32 12% K	8 5%	48 23% M	7 3%
Provide and access data in real time	54 12%	33 11%	16 11%	17 11%	21 14%	14 13%	41 13%	13 10%	15 39% JK	27 10%	12 8%	51 24% M	3 1%
Provide actionable insights	53 12%	30 10%	14 9%	16 11%	23 15%	21 19% C	39 12%	14 11%	14 37% JK	29 11%	10 6%	46 22% M	7 3%
Personalize the customer experience	50 11%	35 12%	15 10%	20 13%	15 10%	16 15%	35 11%	15 12%	17 45% JK	27 10% K	6 4%	43 20% M	7 3%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_1. How well do your current customer engagement systems enable you to do the following?

1. Aggregate customer data

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	399 88%	266 89%	138 92%	128 85%	133 86%	93 85%	291 89%	108 85%	23 61%	230 88% I	146 95% J	164 77%	235 97% L
Very well	165 36%	114 38%	68 45% DE	46 31%	51 33%	44 40%	107 33%	58 46% G	5 13%	75 29% I	85 55% J	36 17%	129 53% L
Somewhat well	234 52%	152 51%	70 47%	82 55%	82 53%	49 45%	184 56% H	50 39%	18 47%	155 59% K	61 40%	128 60% M	106 44%
BOTTOM 2 BOX (NET)	55 12%	34 11%	12 8%	22 15%	21 14%	17 15%	36 11%	19 15%	15 39% JK	32 12% K	8 5%	48 23% M	7 3%
Not very well	54 12%	33 11%	11 7%	22 15% C	21 14%	16 15%	35 11%	19 15%	14 37% JK	32 12% K	8 5%	47 22% M	7 3%
Not at all well	1 *	1 *	1 1%	-	-	1 1%	1 *	-	1 3% JK	-	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_2. How well do your current customer engagement systems enable you to do the following?
2. Resolve customer identities across devices and/or data sources

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	384 85%	256 85%	129 86%	127 85%	128 83%	92 84%	268 82%	116 91%	19 50%	224 85%	141 92%	153 72%	231 95%
Very well	143 31%	97 32%	63 42% DE	34 23%	46 30%	37 34%	83 25%	60 47% G	3 8%	63 24%	77 50% IJ	29 14%	114 47% L
Somewhat well	241 53%	159 53%	66 44%	93 62% C	82 53%	55 50%	185 57% H	56 44%	16 42%	161 61% IK	64 42%	124 58% M	117 48%
BOTTOM 2 BOX (NET)	70 15%	44 15%	21 14%	23 15%	26 17%	18 16%	59 18% H	11 9%	19 50% JK	38 15%	13 8%	59 28% M	11 5%
Not very well	65 14%	42 14%	20 13%	22 15%	23 15%	16 15%	56 17% H	9 7%	19 50% JK	34 13%	12 8%	54 25% M	11 5%
Not at all well	5 1%	2 1%	1 1%	1 1%	3 2%	2 2%	3 1%	2 2%	-	4 2%	1 1%	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_3. How well do your current customer engagement systems enable you to do the following?

3. Provide actionable insights

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	401 88%	270 90%	136 91% F	134 89%	131 85%	89 81%	288 88%	113 89%	24 63%	233 89% I	144 94% I	166 78%	235 97% L
Very well	147 32%	103 34%	61 41% DE	42 28%	44 29%	40 36%	93 28%	54 43% G	5 13%	71 27%	71 46% J	29 14%	118 49% L
Somewhat well	254 56%	167 56%	75 50%	92 61% C	87 56%	49 45%	195 60% H	59 46%	19 50%	162 62% K	73 47%	137 65% M	117 48%
BOTTOM 2 BOX (NET)	53 12%	30 10%	14 9%	16 11%	23 15%	21 19% C	39 12%	14 11%	14 37% JK	29 11%	10 6%	46 22% M	7 3%
Not very well	50 11%	28 9%	13 9%	15 10%	22 14%	20 18% C	36 11%	14 11%	14 37% JK	27 10%	9 6%	43 20% M	7 3%
Not at all well	3 1%	2 1%	1 1%	1 1%	1 1%	1 1%	3 1%	-	-	2 1%	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_4. How well do your current customer engagement systems enable you to do the following?
 4. Provide an up to date view of the customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	390 86%	255 85%	127 85%	128 85%	135 88%	99 90%	277 85%	113 89%	24 63%	220 84%	146 95%	160 75%	230 95%
Very well	165 36%	120 40% E	72 48% DE	48 32%	45 29%	55 50%	110 34%	55 43%	3 8%	80 31%	82 53% J	43 20%	122 50% L
Somewhat well	225 50%	135 45%	55 37%	80 53% C	90 58% CB	44 40%	167 51%	58 46%	21 55%	140 53% K	64 42%	117 55% M	108 45%
BOTTOM 2 BOX (NET)	64 14%	45 15%	23 15%	22 15%	19 12%	11 10%	50 15%	14 11%	14 37% JK	42 16% K	8 5%	52 25% M	12 5%
Not very well	59 13%	40 13%	20 13%	20 13%	19 12%	10 9%	45 14%	14 11%	13 34% JK	38 15% K	8 5%	48 23% M	11 5%
Not at all well	5 1%	5 2%	3 2%	2 1%	-	1 1%	5 2%	-	1 3% K	4 2%	-	4 2%	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_5. How well do your current customer engagement systems enable you to do the following?

5. Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	375 83%	248 83%	126 84%	122 81%	127 82%	85 77%	263 80%	112 88%	20 53%	215 82% I	140 91% IJ	145 68%	230 95% L
Very well	144 32%	101 34%	64 43% DEF	37 25%	43 28%	27 25%	92 28%	52 41% G	3 8%	62 24% I	79 51% IJ	26 12%	118 49% L
Somewhat well	231 51%	147 49%	62 41%	85 57% C	84 55% C	58 53%	171 52%	60 47%	17 45%	153 58% K	61 40%	119 56% M	112 46%
BOTTOM 2 BOX (NET)	79 17%	52 17%	24 16%	28 19%	27 18%	25 23%	64 20%	15 12%	18 47% JK	47 18% K	14 9%	67 32% M	12 5%
Not very well	71 16%	45 15%	21 14%	24 16%	26 17%	21 19%	58 18% H	13 10%	14 37% JK	43 16% K	14 9%	60 28% M	11 5%
Not at all well	8 2%	7 2%	3 2%	4 3%	1 1%	4 4%	6 2%	2 2%	4 11% JK	4 2%	-	7 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_6. How well do your current customer engagement systems enable you to do the following?
 6. Personalize the customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	404 89%	265 88%	135 90%	130 87%	139 90%	94 85%	292 89%	112 88%	21 55%	235 90%	148 96%	169 80%	235 97%
Very well	170 37%	116 39%	73 49% DE	43 29%	54 35%	44 40%	114 35%	56 44%	4 11%	75 29%	91 59%	40 19%	130 54%
Somewhat well	234 52%	149 50%	62 41%	87 58% C	85 55% C	50 45%	178 54% H	56 44%	17 45%	160 61% K	57 37%	129 61% M	105 43%
BOTTOM 2 BOX (NET)	50 11%	35 12%	15 10%	20 13%	15 10%	16 15%	35 11%	15 12%	17 45% JK	27 10% K	6 4%	43 20% M	7 3%
Not very well	46 10%	32 11%	14 9%	18 12%	14 9%	16 15%	32 10%	14 11%	15 39% JK	26 10% K	5 3%	39 18% M	7 3%
Not at all well	4 1%	3 1%	1 1%	2 1%	1 1%	-	3 1%	1 1%	2 5% JK	1 *	1 1%	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_7. How well do your current customer engagement systems enable you to do the following?
7. Provide a consistent experience across all interaction touchpoints

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	392 86%	263 88%	129 86%	134 89%	129 84%	90 82%	284 87%	108 85%	21 55%	226 86% I	145 94% J	159 75%	233 96% L
Very well	163 36%	125 42% E	73 49% DE	52 35%	38 25%	42 38%	106 32%	57 45% G	4 11%	72 27% I	87 56% J	29 14%	134 55% L
Somewhat well	229 50%	138 46%	56 37%	82 55% C	91 59% CB	48 44%	178 54% H	51 40%	17 45%	154 59% K	58 38%	130 61% M	99 41%
BOTTOM 2 BOX (NET)	62 14%	37 12%	21 14%	16 11%	25 16%	20 18%	43 13%	19 15%	17 45% JK	36 14% K	9 6%	53 25% M	9 4%
Not very well	54 12%	32 11%	17 11%	15 10%	22 14%	17 15%	35 11%	19 15%	12 32% JK	33 13% K	9 6%	46 22% M	8 3%
Not at all well	8 2%	5 2%	4 3%	1 1%	3 2%	3 3%	8 2%	-	5 13% JK	3 1%	-	7 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_8. How well do your current customer engagement systems enable you to do the following?

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8. Provide and access data in real time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	400 88%	267 89%	134 89%	133 89%	133 86%	96 87%	286 87%	114 90%	23 61%	235 90%	142 92%	161 76%	239 99%
Very well	166 37%	117 39%	67 45% DE	50 33%	49 32%	46 42%	113 35%	53 42%	4 11%	73 28%	89 58% J	38 18%	128 53% L
Somewhat well	234 52%	150 50%	67 45%	83 55%	84 55%	50 45%	173 53%	61 48%	19 50%	162 62% K	53 34%	123 58% M	111 46%
BOTTOM 2 BOX (NET)	54 12%	33 11%	16 11%	17 11%	21 14%	14 13%	41 13%	13 10%	15 39% JK	27 10%	12 8%	51 24% M	3 1%
Not very well	51 11%	31 10%	15 10%	16 11%	20 13%	12 11%	39 12%	12 9%	15 39% JK	25 10%	11 7%	48 23% M	3 1%
Not at all well	3 1%	2 1%	1 1%	1 1%	1 1%	2 2%	2 1%	1 1%	-	2 1%	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q235_9. How well do your current customer engagement systems enable you to do the following?

9. Understand the customer's context in terms of previous journey stages

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	394 87%	255 85%	131 87%	124 83%	139 90%	90 82%	280 86%	114 90%	27 71%	224 85% I	143 93% J	163 77%	231 95% L
Very well	146 32%	96 32%	63 42% D	33 22%	50 32% D	34 31%	92 28%	54 43% G	6 16%	59 23%	81 53% J	29 14%	117 48% L
Somewhat well	248 55%	159 53%	68 45%	91 61% C	89 58% C	56 51%	188 57% H	60 47%	21 55%	165 63% K	62 40%	134 63% M	114 47%
BOTTOM 2 BOX (NET)	60 13%	45 15%	19 13%	26 17%	15 10%	20 18%	47 14%	13 10%	11 29% JK	38 15% K	11 7%	49 23% M	11 5%
Not very well	57 13%	44 15%	19 13%	25 17% E	13 8%	17 15%	44 13%	13 10%	9 24% K	37 14% K	11 7%	46 22% M	11 5%
Not at all well	3 1%	1 *	-	1 1%	2 1%	3 3% C	3 1%	-	2 5% JK	1 *	-	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240A. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

Base: Knows # Of Customer Engagement Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Increase	64 21%	45 22%	26 23%	19 21%	19 18%	17 21%	36 20%	28 22%	7 23%	36 22%	21 18%	32 22%	32 20%
Remain the same	230 75%	147 73%	79 71%	68 76%	83 78%	56 70%	138 76%	92 72%	20 65%	119 74%	91 78%	109 75%	121 75%
Decrease	14 5%	9 4%	7 6%	2 2%	5 5%	7 9%	7 4%	7 6%	4 13% JK	6 4%	4 3%	5 3%	9 6%
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240A_1. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

1. Increase

Base: Expect # Of Customer Engagement Systems To Increase

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	64*	45*	26**	19**	19**	17**	36*	28**	7**	36*	21**	32*	32*
Weighted Base	64*	45*	26**	19**	19**	17**	36*	28**	7**	36*	21**	32*	32*
1	9 14%	7 16%	4 15%	3 16%	2 11%	3 18%	9 25%	-	1 14%	4 11%	4 19%	4 13%	5 16%
2	22 34%	17 38%	10 38%	7 37%	5 26%	6 35%	20 56%	2 7%	1 14%	18 50%	3 14%	12 38%	10 31%
3-5	15 23%	9 20%	6 23%	3 16%	6 32%	5 29%	5 14%	10 36%	1 14%	6 17%	8 38%	9 28%	6 19%
6-9	2 3%	2 4%	1 4%	1 5%	-	-	-	2 7%	-	1 3%	1 5%	-	2 6%
10+	16 25%	10 22%	5 19%	5 26%	6 32%	3 18%	2 6%	14 50%	4 57%	7 19%	5 24%	7 22%	9 28%
MEAN	6.8	5.4	5.4	5.4	10.2	6.4	2.6	12.3	14.0	4.6	8.4	5.9	7.8
STD. DEV.	9.14	6.34	7.09	5.34	13.31	10.09	2.67	11.42	13.89	4.94	11.53	7.88	10.30
STD. ERR.	1.14	0.95	1.39	1.22	3.05	2.45	0.44	2.16	5.25	0.82	2.52	1.39	1.82
MEDIAN	3	2	2	2	5	2	2	9	10	2	4	3	4
Sigma	64 100%	45 100%	26 100%	19 100%	19 100%	17 100%	36 100%	28 100%	7 100%	36 100%	21 100%	32 100%	32 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240A_2. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by

2. Decrease

Base: Expect # Of Customer Engagement Systems To decrease

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	14*	9**	7**	2**	5**	7**	7**	7**	4**	6**	4**	5**	9**
Weighted Base	14*	9**	7**	2**	5**	7**	7**	7**	4**	6**	4**	5**	9**
1	2 14%	1 11%	-	1 50%	1 20%	2 29%	2 29%	-	1 25%	1 17%	-	2 40%	-
2	6 43%	3 33%	2 29%	1 50%	3 60%	3 43%	4 57%	2 29%	1 25%	4 67%	1 25%	3 60%	3 33%
3-5	4 29%	3 33%	3 43%	-	1 20%	1 14%	1 14%	3 43%	2 50%	1 17%	1 25%	-	4 44%
6-9	1 7%	1 11%	1 14%	-	-	-	-	1 14%	-	-	1 25%	-	1 11%
10+	1 7%	1 11%	1 14%	-	-	1 14%	-	1 14%	-	-	1 25%	-	1 11%
MEAN	3.4	4.1	4.9	1.5	2.2	6.7	1.9	5.0	2.3	2.2	6.5	1.6	4.4
STD. DEV.	3.11	3.69	3.89	0.71	1.10	12.51	0.69	3.83	0.96	0.98	4.65	0.55	3.50
STD. ERR.	0.83	1.23	1.47	0.50	0.49	4.73	0.26	1.45	0.48	0.40	2.33	0.24	1.17
MEDIAN	2	3	3	2	2	2	2	4	3	2	6	2	3
Sigma	14 100%	9 100%	7 100%	2 100%	5 100%	7 100%	7 100%	7 100%	4 100%	6 100%	4 100%	5 100%	9 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240B. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

Base: Knows # Of Customer Engagement Systems

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Weighted Base	308	201	112	89*	107	80*	181	127	31*	161	116	146	162
Increase	121 39%	85 42%	37 33%	48 54% CE	36 34%	35 44%	68 38%	53 42%	8 26%	71 44%	42 36%	54 37%	67 41%
Remain the same	160 52%	101 50%	65 58% DF	36 40%	59 55% D	32 40%	102 56%	58 46%	15 48%	79 49%	66 57%	75 51%	85 52%
Decrease	27 9%	15 7%	10 9%	5 6%	12 11%	13 16%	11 6%	16 13% G	8 26% JK	11 7%	8 7%	17 12%	10 6%
Sigma	308 100%	201 100%	112 100%	89 100%	107 100%	80 100%	181 100%	127 100%	31 100%	161 100%	116 100%	146 100%	162 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q240B. 1. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

1. Increase

Base: Expect # Of Customer Engagement Systems To Increase

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	121	85*	37*	48*	36*	35*	68*	53*	8**	71*	42*	54*	67*
Weighted Base	121	85*	37*	48*	36*	35*	68*	53*	8**	71*	42*	54*	67*
1	7 6%	5 6%	1 3%	4 8%	2 6%	5 14%	7 10% H	-	1 13%	5 7%	1 2%	2 4%	5 7%
2	24 20%	17 20%	5 14%	12 25%	7 19%	7 20%	23 34% H	1 2%	-	19 27%	5 12%	11 20%	13 19%
3-5	35 29%	28 33%	14 38%	14 29%	7 19%	8 23%	27 40% H	8 15%	3 38%	22 31%	10 24%	20 37%	15 22%
6-9	4 3%	3 4%	2 5%	1 2%	1 3%	1 3%	2 3%	2 4%	-	2 3%	2 5%	1 2%	3 4%
10+	51 42%	32 38%	15 41%	17 35%	19 53%	14 40%	9 13%	42 79% G	4 50%	23 32%	24 57% J	20 37%	31 46%
MEAN	12.3	11.6	15.0 D	9.0	14.2	12.9	5.4	21.2 G	15.1	9.0	17.5 J	9.2	14.9 L
STD. DEV.	14.38	13.98	16.32	11.36	15.34	14.87	8.02	15.85	17.55	11.51	16.71	10.94	16.30
STD. ERR.	1.31	1.52	2.68	1.64	2.56	2.51	0.97	2.18	6.20	1.37	2.58	1.49	1.99
MEDIAN	5	5	5	4	10	5	3	15	7	4	10	5	6
Sigma	121 100%	85 100%	37 100%	48 100%	36 100%	35 100%	68 100%	53 100%	8 100%	71 100%	42 100%	54 100%	67 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q240B. 2. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.

2. Decrease

Base: Expect # Of Customer Engagement Systems To Decrease

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	27*	15**	10**	5**	12**	13**	11**	16**	8**	11**	8**	17**	10**
Weighted Base	27*	15**	10**	5**	12**	13**	11**	16**	8**	11**	8**	17**	10**
1	5 19%	3 20%	1 10%	2 40%	2 17%	2 15%	5 45%	-	2 25%	2 18%	1 13%	4 24%	1 10%
2	4 15%	1 7%	1 10%	-	3 25%	2 15%	1 9%	3 19%	3 38%	1 9%	-	3 18%	1 10%
3-5	10 37%	8 53%	6 60%	2 40%	2 17%	2 15%	5 45%	5 31%	2 25%	5 45%	3 38%	7 41%	3 30%
6-9	5 19%	1 7%	-	1 20%	4 33%	2 15%	-	5 31%	-	3 27%	2 25%	2 12%	3 30%
10+	3 11%	2 13%	2 20%	-	1 8%	5 38%	-	3 19%	1 13%	-	2 25%	1 6%	2 20%
MEAN	6.7	8.7	11.3	3.6	4.3	14.0	2.3	9.8	3.0	4.0	14.3	3.6	12.0
STD. DEV.	10.59	13.84	16.54	2.41	3.02	15.73	1.42	12.98	2.93	1.95	17.62	2.60	16.23
STD. ERR.	2.04	3.57	5.23	1.08	0.87	4.36	0.43	3.24	1.04	0.59	6.23	0.63	5.13
MEDIAN	4	5	5	5	3	7	2	6	2	5	6	3	6
Sigma	27 100%	15 100%	10 100%	5 100%	12 100%	13 100%	11 100%	16 100%	8 100%	11 100%	8 100%	17 100%	10 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Q250. Now, we would like you to think about your company's customer databases (e.g., 1st, 2nd, and 3rd party data sourced from mobile, social networks, websites, CRM, POS, loyalty systems, etc.). Approximately, how many customer databases does your company currently use?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
1	17 4%	11 4%	4 3%	7 5%	6 4%	5 5%	16 5% H	1 1%	3 8%	7 3%	7 5%	9 4%	8 3%
2	39 9%	29 10%	17 11%	12 8%	10 6%	12 11%	38 12% H	1 1%	5 13%	20 8%	14 9%	15 7%	24 10%
3-5	100 22%	68 23%	35 23%	33 22%	32 21%	19 17%	80 24% H	20 16%	6 16%	63 24%	31 20%	56 26% M	44 18%
6-9	31 7%	21 7%	14 9%	7 5%	10 6%	5 5%	21 6%	10 8%	2 5%	17 6%	12 8%	14 7%	17 7%
10+	97 21%	65 22%	41 27% D	24 16%	32 21%	32 29%	21 6%	76 60% G	11 29% J	39 15%	47 31% J	36 17%	61 25% L
Not sure	170 37%	106 35%	39 26%	67 45% C	64 42% C	37 34%	151 46% H	19 15%	11 29%	116 44% K	43 28%	82 39%	88 36%
MEAN	8.0	7.8	8.8	6.5	8.4	9.5	4.6	15.0 G	9.3	7.3	8.7	7.4	8.6
STD. DEV.	8.63	8.51	9.46	6.97	8.93	10.84	4.28	10.86	9.78	7.66	9.67	8.03	9.17
STD. ERR.	0.54	0.65	0.96	0.80	0.98	1.39	0.33	1.19	1.92	0.65	1.02	0.72	0.80
MEDIAN	5	5	5	5	5	6	3	16	5	5	7	5	6
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

SUMMARY TABLE OF TOP 2 BOX

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Understands and meets customer expectations most of the time	347 76%	233 78%	125 83% DE	108 72%	114 74%	91 83%	250 76%	97 76%	15 39%	199 76% I	133 86% J	119 56%	228 94% L
Keeps customer data privacy at the forefront of all engagements	343 76%	232 77%	120 80%	112 75%	111 72%	90 82%	251 77%	92 72%	20 53%	190 73% I	133 86% J	114 54%	229 95% L
Has never misused customer data in the past	338 74%	224 75%	118 79%	106 71%	114 74%	97 88% C	242 74%	96 76%	22 58%	185 71%	131 85% J	122 58%	216 89% L
Able to balance data privacy with increased demand for personalization	333 73%	228 76%	121 81% E	107 71%	105 68%	89 81%	232 71%	101 80%	14 37%	185 71% I	134 87% J	104 49%	229 95% L
Understands each individual customer's preferences and needs	331 73%	229 76% E	120 80% E	109 73%	102 66%	78 71%	233 71%	98 77%	16 42%	179 68% I	136 88% J	107 50%	224 93% L
Provides relevant communications unique to each customer	329 72%	225 75%	115 77%	110 73%	104 68%	87 79%	236 72%	93 73%	13 34%	190 73% I	126 82% J	108 51%	221 91% L
Is available to address customer needs immediately via multiple channels	322 71%	222 74% E	116 77% E	106 71%	100 65%	84 76%	230 70%	92 72%	10 26%	186 71% I	126 82% J	93 44%	229 95% L
Integrates customer feedback to improve individual experiences	321 71%	221 74%	120 80% DE	101 67%	100 65%	78 71%	223 68%	98 77%	16 42%	174 66% I	131 85% J	93 44%	228 94% L
Requires little effort from customers to achieve their desired outcome	320 70%	215 72%	116 77% DF	99 66%	105 68%	71 65%	223 68%	97 76%	16 42%	178 68% I	126 82% J	100 47%	220 91% L
Able to differentiate from competitors based on providing a superior customer experience	319 70%	217 72%	114 76%	103 69%	102 66%	82 75%	222 68%	97 76%	18 47%	177 68% I	124 81% J	106 50%	213 88% L
Delivers a seamless experience regardless of what device or channel the customer is engaged in	314 69%	220 73% E	118 79% DEF	102 68%	94 61%	74 67%	217 66%	97 76% G	14 37%	175 67% I	125 81% J	86 41%	228 94% L
Able to anticipate customer needs real-time	313 69%	210 70%	111 74%	99 66%	103 67%	80 73%	213 65%	100 79% G	12 32%	180 69% I	121 79% J	98 46%	215 89% L
Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)	309 68%	212 71%	111 74% EF	101 67%	97 63%	64 58%	219 67%	90 71%	11 29%	174 66% I	124 81% J	87 41%	222 92% L

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

SUMMARY TABLE OF BOTTOM 2 BOX

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Able to anticipate customer needs real-time	37 8%	27 9%	12 8%	15 10%	10 6%	11 10%	32 10% H	5 4%	16 42% JK	17 6%	4 3%	36 17% M	1 *
Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)	32 7%	20 7%	9 6%	11 7%	12 8%	11 10%	24 7%	8 6%	14 37% JK	14 5%	4 3%	31 15% M	1 *
Understands each individual customer's preferences and needs	28 6%	17 6%	7 5%	10 7%	11 7%	2 2%	19 6%	9 7%	13 34% JK	11 4%	4 3%	27 13% M	1 *
Is available to address customer needs immediately via multiple channels	28 6%	20 7%	12 8%	8 5%	8 5%	8 7%	22 7%	6 5%	9 24% JK	15 6%	4 3%	28 13% M	-
Has never misused customer data in the past	28 6%	22 7%	10 7%	12 8%	6 4%	5 5%	21 6%	7 6%	7 18% JK	15 6%	6 4%	21 10% M	7 3%
Requires little effort from customers to achieve their desired outcome	26 6%	19 6%	9 6%	10 7%	7 5%	12 11%	18 6%	8 6%	9 24% JK	13 5%	4 3%	25 12% M	1 *
Delivers a seamless experience regardless of what device or channel the customer is engaged in	26 6%	16 5%	8 5%	8 5%	10 6%	8 7%	20 6%	6 5%	15 39% JK	8 3%	3 2%	25 12% M	1 *
Integrates customer feedback to improve individual experiences	24 5%	13 4%	5 3%	8 5%	11 7%	7 6%	17 5%	7 6%	9 24% JK	11 4%	4 3%	23 11% M	1 *
Able to differentiate from competitors based on providing a superior customer experience	22 5%	15 5%	6 4%	9 6%	7 5%	4 4%	15 5%	7 6%	10 26% JK	9 3%	3 2%	21 10% M	1 *
Provides relevant communications unique to each customer	19 4%	13 4%	7 5%	6 4%	6 4%	11 10%	15 5%	4 3%	11 29% JK	7 3%	1 1%	19 9% M	-
Understands and meets customer expectations most of the time	18 4%	11 4%	4 3%	7 5%	7 5%	1 1%	11 3%	7 6%	7 18% JK	10 4%	1 1%	17 8% M	1 *
Able to balance data privacy with increased demand for personalization	17 4%	13 4%	6 4%	7 5%	4 3%	3 3%	14 4%	3 2%	8 21% JK	8 3%	1 1%	17 8% M	-
Keeps customer data privacy at the forefront of all engagements	16 4%	11 4%	6 4%	5 3%	5 3%	2 2%	9 3%	7 6%	3 8%	9 3%	4 3%	15 7% M	1 *

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 1. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

1. Understands and meets customer expectations most of the time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	347 76%	233 78%	125 83% DE	108 72%	114 74%	91 83%	250 76%	97 76%	15 39%	199 76% I	133 86% IJ	119 56%	228 94% L
5 - Describes my company very well	136 30%	97 32%	58 39% DE	39 26%	39 25%	37 34%	89 27%	47 37% G	2 5%	54 21% I	80 52% IJ	16 8%	120 50% L
4	211 46%	136 45%	67 45%	69 46%	75 49%	54 49%	161 49%	50 39%	13 34%	145 55% IK	53 34%	103 49%	108 45%
3	89 20%	56 19%	21 14%	35 23% C	33 21%	18 16%	66 20%	23 18%	16 42% JK	53 20%	20 13%	76 36% M	13 5%
BOTTOM 2 BOX (NET)	18 4%	11 4%	4 3%	7 5%	7 5%	1 1%	11 3%	7 6%	7 18% JK	10 4%	1 1%	17 8% M	1 *
2	16 4%	10 3%	3 2%	7 5%	6 4%	1 1%	10 3%	6 5%	6 16% JK	9 3%	1 1%	15 7% M	1 *
1 - Does not describe my company well	2 *	1 *	1 1%	-	1 1%	-	1 *	1 1%	1 3% K	1 *	-	2 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 2. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

2. Able to anticipate customer needs real-time

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	313 69%	210 70%	111 74%	99 66%	103 67%	80 73%	213 65%	100 79% G	12 32%	180 69% I	121 79% J	98 46%	215 89% L
5 - Describes my company very well	113 25%	82 27%	49 33% DE	33 22%	31 20%	29 26%	64 20%	49 39% G	3 8%	47 18%	63 41% J	10 5%	103 43% L
4	200 44%	128 43%	62 41%	66 44%	72 47%	51 46%	149 46%	51 40%	9 24%	133 51% IK	58 38%	88 42%	112 46%
3	104 23%	63 21%	27 18%	36 24%	41 27%	19 17%	82 25%	22 17%	10 26%	65 25%	29 19%	78 37% M	26 11%
BOTTOM 2 BOX (NET)	37 8%	27 9%	12 8%	15 10%	10 6%	11 10%	32 10% H	5 4%	16 42% JK	17 6%	4 3%	36 17% M	1*
2	33 7%	24 8%	11 7%	13 9%	9 6%	9 8%	28 9%	5 4%	15 39% JK	14 5%	4 3%	32 15% M	1*
1 - Does not describe my company well	4 1%	3 1%	1 1%	2 1%	1 1%	2 2%	4 1%	-	1 3% K	3 1%	-	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 3. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

3. Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	309 68%	212 71%	111 74% EF	101 67%	97 63%	64 58%	219 67%	90 71%	11 29%	174 66% I	124 81% IJ	87 41%	222 92% L
5 - Describes my company very well	113 25%	83 28%	52 35% DEF	31 21%	30 19%	24 22%	73 22%	40 31% G	3 8%	52 20%	58 38% J	9 4%	104 43% L
4	196 43%	129 43%	59 39%	70 47%	67 44%	40 36%	146 45%	50 39%	8 21%	122 47% I	66 43% I	78 37%	118 49% L
3	113 25%	68 23%	30 20%	38 25%	45 29%	35 32% C	84 26%	29 23%	13 34% K	74 28% K	26 17%	94 44% M	19 8%
BOTTOM 2 BOX (NET)	32 7%	20 7%	9 6%	11 7%	12 8%	11 10%	24 7%	8 6%	14 37% JK	14 5%	4 3%	31 15% M	1*
2	27 6%	17 6%	7 5%	10 7%	10 6%	9 8%	20 6%	7 6%	11 29% JK	12 5%	4 3%	26 12% M	1*
1 - Does not describe my company well	5 1%	3 1%	2 1%	1 1%	2 1%	2 2%	4 1%	1 1%	3 8% JK	2 1%	-	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 4. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

4. Provides relevant communications unique to each customer

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	329 72%	225 75%	115 77%	110 73%	104 68%	87 79%	236 72%	93 73%	13 34%	190 73% I	126 82% IJ	108 51%	221 91% L
5 - Describes my company very well	135 30%	100 33% E	58 39% E	42 28%	35 23%	37 34%	87 27%	48 38% G	4 11%	62 24%	69 45% IJ	16 8%	119 49% L
4	194 43%	125 42%	57 38%	68 45%	69 45%	50 45%	149 46%	45 35%	9 24%	128 49% IK	57 37%	92 43%	102 42%
3	106 23%	62 21%	28 19%	34 23%	44 29% C	12 11%	76 23%	30 24%	14 37% K	65 25%	27 18%	85 40% M	21 9%
BOTTOM 2 BOX (NET)	19 4%	13 4%	7 5%	6 4%	6 4%	11 10%	15 5%	4 3%	11 29% JK	7 3%	1 1%	19 9% M	-
2	18 4%	12 4%	7 5%	5 3%	6 4%	10 9%	14 4%	4 3%	11 29% JK	6 2%	1 1%	18 8% M	-
1 - Does not describe my company well	1 *	1 *	-	1 1%	-	1 1%	1 *	-	-	1 *	-	1 *	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_5. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

5. Understands each individual customer's preferences and needs

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	331 73%	229 76% E	120 80% E	109 73%	102 66%	78 71%	233 71%	98 77%	16 42%	179 68% I	136 88% J	107 50%	224 93% L
5 - Describes my company very well	128 28%	98 33% E	54 36% E	44 29% E	30 19%	31 28%	81 25%	47 37% G	4 11%	41 16%	83 54% J	16 8%	112 46% L
4	203 45%	131 44%	66 44%	65 43%	72 47%	47 43%	152 46%	51 40%	12 32%	138 53% IK	53 34%	91 43%	112 46%
3	95 21%	54 18%	23 15%	31 21%	41 27% CB	30 27% C	75 23%	20 16%	9 24% K	72 27% K	14 9%	78 37% M	17 7%
BOTTOM 2 BOX (NET)	28 6%	17 6%	7 5%	10 7%	11 7%	2 2%	19 6%	9 7%	13 34% JK	11 4%	4 3%	27 13% M	1 *
2	26 6%	15 5%	7 5%	8 5%	11 7%	2 2%	18 6%	8 6%	13 34% JK	11 4%	2 1%	26 12% M	-
1 - Does not describe my company well	2 *	2 1%	-	2 1%	-	-	1 *	1 1%	-	-	2 1%	1 *	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_6. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

6. Integrates customer feedback to improve individual experiences

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	321 71%	221 74%	120 80% DE	101 67%	100 65%	78 71%	223 68%	98 77%	16 42%	174 66% I	131 85% IJ	93 44%	228 94% L
5 - Describes my company very well	136 30%	105 35% E	65 43% DEF	40 27%	31 20%	32 29%	85 26%	51 40% G	2 5%	49 19% I	85 55% IJ	10 5%	126 52% L
4	185 41%	116 39%	55 37%	61 41%	69 45%	46 42%	138 42%	47 37%	14 37%	125 48% K	46 30%	83 39%	102 42%
3	109 24%	66 22%	25 17%	41 27% C	43 28% C	25 23%	87 27% H	22 17%	13 34% K	77 29% K	19 12%	96 45% M	13 5%
BOTTOM 2 BOX (NET)	24 5%	13 4%	5 3%	8 5%	11 7%	7 6%	17 5%	7 6%	9 24% JK	11 4%	4 3%	23 11% M	1 *
2	17 4%	8 3%	4 3%	4 3%	9 6%	7 6%	12 4%	5 4%	6 16% JK	8 3%	3 2%	17 8% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	-	5 2%	2 2%	3 8% JK	3 1%	1 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 7. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

7. Delivers a seamless experience regardless of what device or channel the customer is engaged in

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	314 69%	220 73% E	118 79% DEF	102 68%	94 61%	74 67%	217 66%	97 76% G	14 37%	175 67% I	125 81% J	86 41%	228 94% L
5 - Describes my company very well	116 26%	82 27%	47 31%	35 23%	34 22%	34 31%	78 24%	38 30%	4 11%	46 18%	66 43% J	11 5%	105 43% L
4	198 44%	138 46%	71 47%	67 45%	60 39%	40 36%	139 43%	59 46%	10 26%	129 49% IK	59 38%	75 35%	123 51% L
3	114 25%	64 21%	24 16%	40 27% C	50 32% CB	28 25%	90 28%	24 19%	9 24%	79 30% K	26 17%	101 48% M	13 5%
BOTTOM 2 BOX (NET)	26 6%	16 5%	8 5%	8 5%	10 6%	8 7%	20 6%	6 5%	15 39% JK	8 3%	3 2%	25 12% M	1 *
2	19 4%	11 4%	7 5%	4 3%	8 5%	5 5%	15 5%	4 3%	12 32% JK	6 2%	1 1%	19 9% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	3 3%	5 2%	2 2%	3 8% JK	2 1%	2 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 8. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

8. Is available to address customer needs immediately via multiple channels

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	322 71%	222 74% E	116 77% E	106 71%	100 65%	84 76%	230 70%	92 72%	10 26%	186 71% I	126 82% IJ	93 44%	229 95% L
5 - Describes my company very well	135 30%	107 36% E	62 41% DE	45 30% E	28 18%	35 32%	87 27%	48 38% G	3 8%	51 19%	81 53% IJ	9 4%	126 52% L
4	187 41%	115 38%	54 36%	61 41%	72 47%	49 45%	143 44%	44 35%	7 18%	135 52% IK	45 29%	84 40%	103 43%
3	104 23%	58 19%	22 15%	36 24% C	46 30% CB	18 16%	75 23%	29 23%	19 50% JK	61 23%	24 16%	91 43% M	13 5%
BOTTOM 2 BOX (NET)	28 6%	20 7%	12 8%	8 5%	8 5%	8 7%	22 7%	6 5%	9 24% JK	15 6%	4 3%	28 13% M	-
2	24 5%	17 6%	10 7%	7 5%	7 5%	8 7%	20 6%	4 3%	9 24% JK	12 5%	3 2%	24 11% M	-
1 - Does not describe my company well	4 1%	3 1%	2 1%	1 1%	1 1%	-	2 1%	2 2%	-	3 1%	1 1%	4 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 9. Now we would like you to look at some statements and tell us how well they describe your company.

Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

9. Requires little effort from customers to achieve their desired outcome

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	320 70%	215 72%	116 77% DF	99 66%	105 68%	71 65%	223 68%	97 76%	16 42%	178 68% I	126 82% IJ	100 47%	220 91% L
5 - Describes my company very well	127 28%	96 32% E	56 37% DE	40 27%	31 20%	29 26%	86 26%	41 32%	2 5%	50 19% I	75 49% IJ	12 6%	115 48% L
4	193 43%	119 40%	60 40%	59 39%	74 48%	42 38%	137 42%	56 44%	14 37%	128 49% K	51 33%	88 42%	105 43%
3	108 24%	66 22%	25 17%	41 27% C	42 27% C	27 25%	86 26% H	22 17%	13 34% K	71 27% K	24 16%	87 41% M	21 9%
BOTTOM 2 BOX (NET)	26 6%	19 6%	9 6%	10 7%	7 5%	12 11%	18 6%	8 6%	9 24% JK	13 5%	4 3%	25 12% M	1 *
2	19 4%	14 5%	8 5%	6 4%	5 3%	12 11%	13 4%	6 5%	7 18% JK	10 4%	2 1%	19 9% M	-
1 - Does not describe my company well	7 2%	5 2%	1 1%	4 3%	2 1%	-	5 2%	2 2%	2 5%	3 1%	2 1%	6 3% M	1 *
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 10. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

10. Keeps customer data privacy at the forefront of all engagements

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	343 76%	232 77%	120 80%	112 75%	111 72%	90 82%	251 77%	92 72%	20 53%	190 73%	133 86%	114 54%	229 95%
5 - Describes my company very well	178 39%	124 41%	69 46%	55 37%	54 35%	55 50%	124 38%	54 43%	7 18%	82 31%	89 58%	30 14%	148 61%
4	165 36%	108 36%	51 34%	57 38%	57 37%	35 32%	127 39%	38 30%	13 34%	108 41%	44 29%	84 40%	81 33%
3	95 21%	57 19%	24 16%	33 22%	38 25%	18 16%	67 20%	28 22%	15 39%	63 24%	17 11%	83 39%	12 5%
BOTTOM 2 BOX (NET)	16 4%	11 4%	6 4%	5 3%	5 3%	2 2%	9 3%	7 6%	3 8%	9 3%	4 3%	15 7%	1 *
2	13 3%	8 3%	5 3%	3 2%	5 3%	2 2%	6 2%	7 6%	2 5%	8 3%	3 2%	12 6%	1 *
1 - Does not describe my company well	3 1%	3 1%	1 1%	2 1%	-	-	3 1%	-	1 3%	1 *	1 1%	3 1%	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 11. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

11. Able to balance data privacy with increased demand for personalization

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	333 73%	228 76%	121 81% E	107 71%	105 68%	89 81%	232 71%	101 80%	14 37%	185 71% I	134 87% IJ	104 49%	229 95% L
5 - Describes my company very well	134 30%	90 30%	61 41% DE	29 19%	44 29%	39 35%	87 27%	47 37% G	4 11%	53 20%	77 50% IJ	19 9%	115 48% L
4	199 44%	138 46%	60 40%	78 52% CE	61 40%	50 45%	145 44%	54 43%	10 26%	132 50% IK	57 37%	85 40%	114 47%
3	104 23%	59 20%	23 15%	36 24%	45 29% CB	18 16%	81 25%	23 18%	16 42% JK	69 26% K	19 12%	91 43% M	13 5%
BOTTOM 2 BOX (NET)	17 4%	13 4%	6 4%	7 5%	4 3%	3 3%	14 4%	3 2%	8 21% JK	8 3%	1 1%	17 8% M	-
2	11 2%	9 3%	5 3%	4 3%	2 1%	3 3%	9 3%	2 2%	4 11% JK	6 2%	1 1%	11 5% M	-
1 - Does not describe my company well	6 1%	4 1%	1 1%	3 2%	2 1%	-	5 2%	1 1%	4 11% JK	2 1%	-	6 3% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305 12. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

12. Has never misused customer data in the past

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	338 74%	224 75%	118 79%	106 71%	114 74%	97 88% C	242 74%	96 76%	22 58%	185 71%	131 85% J	122 58%	216 89% L
5 - Describes my company very well	175 39%	121 40%	67 45%	54 36%	54 35%	58 53%	134 41%	41 32%	9 24%	88 34%	78 51% J	41 19%	134 55% L
4	163 36%	103 34%	51 34%	52 35%	60 39%	39 35%	108 33%	55 43% G	13 34%	97 37%	53 34%	81 38%	82 34%
3	88 19%	54 18%	22 15%	32 21%	34 22%	8 7%	64 20%	24 19%	9 24% K	62 24% K	17 11%	69 33% M	19 8%
BOTTOM 2 BOX (NET)	28 6%	22 7%	10 7%	12 8%	6 4%	5 5%	21 6%	7 6%	7 18% JK	15 6%	6 4%	21 10% M	7 3%
2	19 4%	14 5%	5 3%	9 6%	5 3%	3 3%	14 4%	5 4%	6 16% JK	10 4%	3 2%	15 7% M	4 2%
1 - Does not describe my company well	9 2%	8 3%	5 3%	3 2%	1 1%	2 2%	7 2%	2 2%	1 3%	5 2%	3 2%	6 3%	3 1%
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305_13. Now we would like you to look at some statements and tell us how well they describe your company.
 Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well".

13. Able to differentiate from competitors based on providing a superior customer experience

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
TOP 2 BOX (NET)	319 70%	217 72%	114 76%	103 69%	102 66%	82 75%	222 68%	97 76%	18 47%	177 68%	124 81%	106 50%	213 88%
5 - Describes my company very well	123 27%	95 32% E	58 39% DE	37 25%	28 18%	35 32%	79 24%	44 35% G	5 13%	45 17%	73 47% IJ	16 8%	107 44% L
4	196 43%	122 41%	56 37%	66 44%	74 48%	47 43%	143 44%	53 42%	13 34%	132 50% K	51 33%	90 42%	106 44%
3	113 25%	68 23%	30 20%	38 25%	45 29%	24 22%	90 28% H	23 18%	10 26%	76 29% K	27 18%	85 40% M	28 12%
BOTTOM 2 BOX (NET)	22 5%	15 5%	6 4%	9 6%	7 5%	4 4%	15 5%	7 6%	10 26% JK	9 3%	3 2%	21 10% M	1 *
2	17 4%	10 3%	3 2%	7 5%	7 5%	3 3%	11 3%	6 5%	8 21% JK	7 3%	2 1%	16 8% M	1 *
1 - Does not describe my company well	5 1%	5 2%	3 2%	2 1%	-	1 1%	4 1%	1 1%	2 5% JK	2 1%	1 1%	5 2% M	-
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Overall Customer Experience Index Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1 - 25	2	1	-	1%	1%	-	1	1%	2 5%	-	-	2 1%	-
26 - 50	33 7%	20 7%	10 7%	10 7%	13 8%	7 6%	27 8%	6 5%	14 37% JK	13 5%	6 4%	33 16% M	-
51 - 75	205 45%	120 40%	49 33%	71 47% C	85 55% CB	46 42%	156 48%	49 39%	18 47% K	150 57% K	37 24%	177 83% M	28 12%
76 - 100	214 47%	159 53% E	91 61% DE	68 45%	55 36%	57 52%	143 44%	71 56% G	4 11%	99 38% I	111 72% IJ	-	214 88% L
MEAN	73.8	75.1 E	77.8 DE	72.4	71.4	75.2	72.8	76.4 G	54.7	71.5 I	82.4 IJ	60.8	85.2 L
STD. DEV.	15.24	15.58	15.55	15.19	14.28	14.18	15.10	15.34	17.75	12.20	13.52	10.60	7.55
STD. ERR.	0.72	0.90	1.27	1.24	1.15	1.35	0.83	1.36	2.88	0.75	1.09	0.73	0.49
MEDIAN	75	77	79	75	71	77	75	79	55	73	85	63	85
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Personalization Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	1	-	-	-	1%	-	-	1%	1 3%	-	-	1	-
6-10	24 5%	15 5%	6 4%	9 6%	9 6%	6 5%	19 6%	5 4%	10 26%	9 3%	5 3%	23 11%	1 *
11-15	90 20%	52 17%	21 14%	31 21%	38 25%	21 19%	71 22%	19 15%	15 39%	62 24%	13 8%	85 40%	5 2%
16-20	165 36%	100 33%	50 33%	50 33%	65 42%	34 31%	122 37%	43 34%	8 21%	123 47%	34 22%	92 43%	73 30%
21-25	174 38%	133 44%	73 49%	60 40%	41 27%	49 45%	115 35%	59 46%	4 11%	68 26%	102 66%	11 5%	163 67%
MEAN	18.5	18.9 E	19.6 DE	18.3	17.5	18.6	18.2	19.3 G	13.5	17.8 I	20.9 IJ	15.2	21.3 L
STD. DEV.	4.41	4.39	4.25	4.43	4.32	4.45	4.33	4.55	4.86	3.65	4.08	3.51	2.84
STD. ERR.	0.21	0.25	0.35	0.36	0.35	0.42	0.24	0.40	0.79	0.23	0.33	0.24	0.18
MEDIAN	19	19	19	19	19	19	19	19	14	19	21	15	21
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Privacy Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	1	1	-	1	-	-	1	-	1	-	-	1	-
				1%					3%				
				JK									
1-5	1	1	-	1	-	-	1	-	-	1	-	1	-
				1%									
6-10	14	12	6	6	2	2	10	4	4	8	2	14	-
	3%	4%	4%	4%	1%	2%	3%	3%	11%	3%	1%	7%	-
									JK			M	
11-15	82	49	18	31	33	8	61	21	16	52	14	77	5
	18%	16%	12%	21%	21%	7%	19%	17%	42%	20%	9%	36%	2%
				C	C				JK	K		M	
16-20	137	81	41	40	56	37	96	41	9	93	35	83	54
	30%	27%	27%	27%	36%	34%	29%	32%	24%	35%	23%	39%	22%
					B				K	K		M	
21-25	219	156	85	71	63	63	158	61	8	108	103	36	183
	48%	52%	57%	47%	41%	57%	48%	48%	21%	41%	67%	17%	76%
		E	E						I	I	I	L	L
MEAN	19.0	19.2	19.8	18.5	18.8	20.4	18.9	19.2	15.4	18.4	21.0	16.1	21.6
			DE							I	I		L
STD. DEV.	4.27	4.44	4.33	4.47	3.91	3.64	4.36	4.05	4.93	3.93	3.74	3.81	2.65
STD. ERR.	0.20	0.26	0.35	0.37	0.32	0.35	0.24	0.36	0.80	0.24	0.30	0.26	0.17
MEDIAN	19	21	21	19	19	21	19	19	15	19	21	17	21
Sigma	454	300	150	150	154	110	327	127	38	262	154	212	242
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Omnichannel Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	3 1%	1	-	1 1%	2 1%	-	2 1%	1 1%	3 8% JK	-	-	3 1%	-
6-10	29 6%	20 7%	10 7%	10 7%	9 6%	10 9%	23 7%	6 5%	15 39% JK	10 4%	4 3%	29 14% M	-
11-15	92 20%	57 19%	23 15%	34 23%	35 23%	23 21%	70 21%	22 17%	6 16%	66 25% K	20 13%	87 41% M	5 2%
16-20	153 34%	88 29%	38 25%	50 33%	65 42% CB	28 25%	115 35%	38 30%	11 29%	109 42% K	33 21%	81 38%	72 30%
21-25	177 39%	134 45% E	79 53% DE	55 37%	43 28%	49 45%	117 36%	60 47% G	3 8%	77 29% I	97 63% IJ	12 6%	165 68% L
MEAN	18.2	18.6 E	19.2 DE	17.9	17.4	18.1	17.9	18.8 G	13.1	17.6 I	20.4 IJ	14.6	21.3 L
STD. DEV.	4.56	4.66	4.70	4.55	4.28	4.58	4.49	4.69	5.21	3.80	4.31	3.61	2.65
STD. ERR.	0.21	0.27	0.38	0.37	0.34	0.44	0.25	0.42	0.85	0.23	0.35	0.25	0.17
MEDIAN	19	19	21	19	17	19	19	19	14	19	21	15	21
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q305. Customer Understanding Dimension Score

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-5	4 1%	3 1%	2 1%	1 1%	1 1%	1 1%	4 1%	-	3 8% JK	1 -	-	4 2% M	-
6-10	25 6%	16 5%	5 3%	11 7%	9 6%	8 7%	18 6%	7 6%	13 34% JK	9 3%	3 2%	25 12% M	-
11-15	88 19%	48 16%	22 15%	26 17%	40 26% CB	16 15%	68 21%	20 16%	11 29% K	59 23% K	18 12%	86 41% M	2 1%
16-20	179 39%	121 40%	50 33%	71 47% C	58 38%	44 40%	138 42%	41 32%	7 18%	125 48% IK	47 31%	88 42%	91 38%
21-25	158 35%	112 37%	71 47% DE	41 27%	46 30%	41 37%	99 30%	59 46% G	4 11%	68 26% I	86 56% IJ	9 4%	149 62% L
MEAN	18.2	18.4	19.1 DE	17.7	17.7	18.1	17.8	19.1 G	12.7	17.7 I	20.2 IJ	14.9	21.0 L
STD. DEV.	4.38	4.47	4.56	4.28	4.18	4.40	4.37	4.31	5.41	3.65	3.91	3.55	2.75
STD. ERR.	0.21	0.26	0.37	0.35	0.34	0.42	0.24	0.38	0.88	0.23	0.31	0.24	0.18
MEDIAN	19	19	19	19	19	19	19	19	13	19	21	15	21
Sigma	454 100%	300 100%	150 100%	150 100%	154 100%	110 100%	327 100%	127 100%	38 100%	262 100%	154 100%	212 100%	242 100%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Q915. In which of the following regions does your company operate?

Base: All Qualified Respondents

	Industry						# of Customer Engagement Systems		Company's ability to deliver exceptional Cx			Overall CX Score	
	Total Retail	North America Retail	US Retail	Canada Retail	UK Retail	US Financial Services	Below average (<10)	Above average (>=10)	Poor/Fair	Good	Excellent	Below Average (<73.8)	Above Average (>73.8)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)
Unweighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
Weighted Base	454	300	150	150	154	110	327	127	38*	262	154	212	242
North America	345 76%	278 93% E	139 93% E	139 93% E	67 44%	94 85%	262 80% H	83 65%	25 66%	206 79%	114 74%	156 74%	189 78%
Europe	231 51%	81 27%	40 27%	41 27%	150 97% CDB	30 27%	168 51%	63 50%	23 61%	132 50%	76 49%	119 56% M	112 46%
Asia-Pacific	78 17%	52 17%	21 14%	31 21%	26 17%	19 17%	54 17%	24 19%	8 21%	47 18%	23 15%	33 16%	45 19%
South America	64 14%	53 18% E	33 22% E	20 13%	11 7%	27 25%	36 11%	28 22% G	5 13%	32 12%	27 18%	23 11%	41 17%
Middle East	48 11%	29 10%	14 9%	15 10%	19 12%	19 17%	24 7%	24 19% G	5 13%	21 8%	22 14% J	19 9%	29 12%
Africa	23 5%	13 4%	2 1%	11 7% C	10 6% C	8 7% C	12 4%	11 9% G	2 5%	9 3%	12 8%	13 6%	10 4%
Sigma	789 174%	506 169%	249 166%	257 171%	283 184%	197 179%	556 170%	233 183%	68 179%	447 171%	274 178%	363 171%	426 176%

Proportions/Means: Columns Tested (5% risk level) - C/D/E - B/E - C/F - G/H - I/J/K - L/M
 Overlap formulae used. * small base

Page	Table	Title
1	1	Q1000. Generally speaking, would you say that things in your industry are...?
2	2	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF EXCELLENT (TOP BOX)
3	3	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF EXCELLENT/GOOD (TOP 2 BOX)
4	4	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF FAIR/POOR (BOTTOM 2 BOX)
5	5	Q1005_1. How would you rate each of the following areas in your industry? 1. Implementation of new customer engagement technologies
6	6	Q1005_2. How would you rate each of the following areas in your industry? 2. The ability to keep up with changing customer expectations
7	7	Q100. How would you rate your company's ability to deliver an exceptional customer experience?
8	8	Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.
10	9	Q103. You mentioned more than one challenge that your company faces in delivering an exceptional customer experience. Which one presents the biggest challenge for your company?
11	10	Q105. To what extent do you agree with the following statements? SUMMARY TABLE OF STRONGLY / SOMEWHAT AGREE (TOP 2 BOX)
12	11	Q105. To what extent do you agree with the following statements? SUMMARY TABLE OF STRONGLY / SOMEWHAT DISAGREE (BOTTOM 2 BOX)
13	12	Q105_1. To what extent do you agree with the following statements? 1. My company has the right customer experience strategy but isn't able to execute it effectively
14	13	Q105_2. To what extent do you agree with the following statements? 2. My company is struggling to meet our customer's rising expectations for a personalized experience
15	14	Q105_3. To what extent do you agree with the following statements? 3. My company has significant room for improvement in delivering a consistently exceptional customer experience
16	15	Q105_4. To what extent do you agree with the following statements? 4. My company provides a better overall customer experience than our competitors
17	16	Q107. How well is your company able to execute on its customer experience strategy?
18	17	Q108. Which of the following words or phrases would you use to describe your company's customer experience strategy? Please select all that apply.
19	18	Q110. What has proven to be the biggest gap between your customer experience strategy and the execution of that strategy across all customer interaction channels?
20	19	Q115A. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past year
21	20	Q115B. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past 5 years
22	21	Q115A_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past year - Fragmented engagement systems
23	22	Q115A_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past year - Silos of customer data
24	23	Q115A_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 3. Past year - Marketing is only team fully invested
25	24	Q115A_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 4. Past year - Customer data lacking depth
26	25	Q115A_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 5. Past year - Not able to keep pace with customer
27	26	Q115A_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 6. Past year - Other
28	27	Q115B_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past 5 years - Fragmented engagement systems
29	28	Q115B_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past 5 years - Silos of customer data
30	29	Q115B_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 3. Past 5 years - Marketing is only team fully invested
31	30	Q115B_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 4. Past 5 years - Customer data lacking depth
32	31	Q115B_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 5. Past 5 years - Not able to keep pace with customer
33	32	Q115B_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 6. Past 5 years - Other
34	33	Q120A. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next year
35	34	Q120B. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next 5 years

Page Table Title

Page	Table	Title
36	35	Q120A_1. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next year - Fragmented engagement systems
37	36	Q120A_2. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next year - Silos of customer data
38	37	Q120A_3. And, how confident are you that your company will be able to close that gap in the following timeframes? 3. In the next year - Marketing is only team fully invested
39	38	Q120A_4. And, how confident are you that your company will be able to close that gap in the following timeframes? 4. In the next year - Customer data lacking depth
40	39	Q120A_5. And, how confident are you that your company will be able to close that gap in the following timeframes? 5. In the next year - Not able to keep pace with customer
41	40	Q120A_6. And, how confident are you that your company will be able to close that gap in the following timeframes? 6. In the next year - Other
42	41	Q120B_1. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next 5 years - Fragmented engagement systems
43	42	Q120B_2. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next 5 years - Silos of customer data
44	43	Q120B_3. And, how confident are you that your company will be able to close that gap in the following timeframes? 3. In the next 5 years - Marketing is only team fully invested
45	44	Q120B_4. And, how confident are you that your company will be able to close that gap in the following timeframes? 4. In the next 5 years - Customer data lacking depth
46	45	Q120B_5. And, how confident are you that your company will be able to close that gap in the following timeframes? 5. In the next 5 years - Not able to keep pace with customer
47	46	Q120B_6. And, how confident are you that your company will be able to close that gap in the following timeframes? 6. In the next 5 years - Other
48	47	Q125. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.
49	48	Q125_1. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 1. Fragmented engagement systems
50	49	Q125_2. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 2. Silos of customer data
51	50	Q125_3. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 3. Marketing is only team fully invested
52	51	Q125_4. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 4. Customer data lacking depth
53	52	Q125_5. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 5. Not able to keep pace with customer
54	53	Q125_6. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 6. Other
55	54	Q130. How has your customer experience strategy changed over the past 12 months? Please select all that apply.
56	55	Q135. Looking ahead, how do you anticipate your customer experience strategy will evolve over the next 12 months? Please select all that apply.
57	56	Q200. What customer engagement requirements are driving advancement and innovation in today's customer experience strategy? Please select up to three.
58	57	Q203. How important are each of the following to ensuring that you have a single view of the customer? SUMMARY TABLE OF ABSOLUTELY ESSENTIAL (TOP BOX)
59	58	Q203. How important are each of the following to ensuring that you have a single view of the customer? SUMMARY TABLE OF ABSOLUTELY ESSENTIAL / VERY / SOMEWHAT IMPORTANT (TOP 3 BOX)
60	59	Q203_1. How important are each of the following to ensuring that you have a single view of the customer? 1. The ability to see a comprehensive picture of the customer (using all available data sources)
61	60	Q203_2. How important are each of the following to ensuring that you have a single view of the customer? 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)
62	61	Q203_3. How important are each of the following to ensuring that you have a single view of the customer? 3. Availability of customer records across the entire enterprise
63	62	Q203_4. How important are each of the following to ensuring that you have a single view of the customer? 4. Resolving customer identity across different databases, systems of engagement, and devices
64	63	Q203_5. How important are each of the following to ensuring that you have a single view of the customer? 5. Making hyper-personalized offers that understand where the customer is in their buying journey
65	64	Q203_6. How important are each of the following to ensuring that you have a single view of the customer? 6. Accessing customer data and making offer decisions in real-time to keep pace with the customer
66	65	Q203_7. How important are each of the following to ensuring that you have a single view of the customer? 7. Using machine learning that anticipates a customer's needs, wants, intent

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67	66	Q203_8. How important are each of the following to ensuring that you have a single view of the customer? 8. Appending second and third-party data to enrich a customer's profile
68	67	Q203_9. How important are each of the following to ensuring that you have a single view of the customer? 9. The ability to connect anonymous or unknown visitors with known customers
69	68	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF VERY SATISFIED (TOP BOX)
70	69	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF VERY / SOMEWHAT SATISFIED (TOP 2 BOX)
71	70	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF NOT AT ALL / NOT VERY SATISFIED (BOTTOM 2 BOX)
72	71	Q205_1. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 1. The ability to see a comprehensive picture of the customer (using all available data sources)
73	72	Q205_2. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)
74	73	Q205_3. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 3. Availability of customer records across the entire enterprise
75	74	Q205_4. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 4. Resolving customer identity across different databases, systems of engagement, and devices
76	75	Q205_5. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 5. Making hyper-personalized offers that understand where the customer is in their buying journey
77	76	Q205_6. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 6. Accessing customer data and making offer decisions in real-time to keep pace with the customer
78	77	Q205_7. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 7. Using machine learning that anticipates a customer's needs, wants, intent
79	78	Q205_8. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 8. Appending second and third-party data to enrich a customer's profile
80	79	Q205_9. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 9. The ability to connect anonymous or unknown visitors with known customers
81	80	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF NOT CURRENTLY USING
82	81	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF CURRENTLY USING
83	82	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF CURRENTLY USING WITH GREAT SUCCESS
84	83	Q210_1. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 1. Rules-based recommendations
85	84	Q210_2. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 2. Predictive modeling-based recommendations
86	85	Q210_3. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 3. Artificial Intelligence/Machine Learning (ML) based recommendations
87	86	Q210_4. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 4. Personalization delivered through Mobile Applications
88	87	Q210_5. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 5. Personalization delivered through smart device/sensor data (IoT)
89	88	Q210_6. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 6. Personalization delivered through Clienteling Application
90	89	Q210_7. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 7. Personalization delivered through Website
91	90	Q210_8. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 8. Using preference/loyalty data to personalize
92	91	Q210_9. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 9. Using real-time data based on location, behavior, sentiment, weather, etc. to personalize
93	92	Q210_10. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 10. A/B multivariate testing
94	93	Q210_11. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 11. Business rules-based offers
95	94	Q215. How has your Machine Learning (ML) strategy evolved over the past 12 months? Please select all that apply.
96	95	Q217. What, if anything, is preventing your company from building or expanding its ML capabilities? Please select all that apply.
97	96	Q220. In what ways, if any, is your existing MarTech (marketing technology) stack preventing you from managing an omnichannel customer experience? Please select all that apply.
98	97	Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?
99	98	Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?

Page	Table	Title
100	99	Q230. You mentioned that your company currently has ... customer engagement systems deployed. In your opinion, is this number, too few, too many, or just the right amount?
101	100	Q232. You mentioned that the number of customer engagement systems is too few / too many. What would be the ideal number of systems?
102	101	Q233. Ideal Number of Systems [Among all respondents]
103	102	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF VERY WELL (TOP BOX)
104	103	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF VERY / SOMEWHAT WELL (TOP 2 BOX)
105	104	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF NOT AT ALL / NOT VERY WELL (BOTTOM 2 BOX)
106	105	Q235_1. How well do your current customer engagement systems enable you to do the following? 1. Aggregate customer data
107	106	Q235_2. How well do your current customer engagement systems enable you to do the following? 2. Resolve customer identities across devices and/or data sources
108	107	Q235_3. How well do your current customer engagement systems enable you to do the following? 3. Provide actionable insights
109	108	Q235_4. How well do your current customer engagement systems enable you to do the following? 4. Provide an up to date view of the customer
110	109	Q235_5. How well do your current customer engagement systems enable you to do the following? 5. Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)
111	110	Q235_6. How well do your current customer engagement systems enable you to do the following? 6. Personalize the customer experience
112	111	Q235_7. How well do your current customer engagement systems enable you to do the following? 7. Provide a consistent experience across all interaction touchpoints
113	112	Q235_8. How well do your current customer engagement systems enable you to do the following? 8. Provide and access data in real time
114	113	Q235_9. How well do your current customer engagement systems enable you to do the following? 9. Understand the customer's context in terms of previous journey stages
115	114	Q240A. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by
116	115	Q240A_1. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by 1. Increase
117	116	Q240A_2. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by 2. Decrease
118	117	Q240B. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.
119	118	Q240B_1. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by. 1. Increase
120	119	Q240B_2. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by. 2. Decrease
121	120	Q245. To what extent do you agree or disagree with the following statements? SUMMARY TABLE OF STRONGLY / SOMEWHAT AGREE (TOP 2 BOX)
122	121	Q245. To what extent do you agree or disagree with the following statements? SUMMARY TABLE OF STRONGLY / SOMEWHAT DISAGREE (BOTTOM 2 BOX)
123	122	Q245_1. To what extent do you agree or disagree with the following statements? 1. The number of customer engagement systems we have is manageable
124	123	Q245_2. To what extent do you agree or disagree with the following statements? 2. The number of customer engagement systems we have makes it harder to provide a seamless customer experience
125	124	Q245_3. To what extent do you agree or disagree with the following statements? 3. Investing in MarTech (marketing technology) is a key initiative for my company
126	125	Q245_4. To what extent do you agree or disagree with the following statements? 4. Technology has made it harder for us to effectively engage with customers
127	126	Q245_5. To what extent do you agree or disagree with the following statements? 5. It has become increasingly difficult to manage the number of customer touchpoints we have
128	127	Q250. Now, we would like you to think about your company's customer databases (e.g., 1st, 2nd, and 3rd party data sourced from mobile, social networks, websites, CRM, POS, loyalty systems, etc.). Approximately, how many customer databases does your company currently use?
129	128	Q305. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". SUMMARY TABLE OF TOP 2 BOX

Page	Table	Title
130	129	Q305. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". SUMMARY TABLE OF BOTTOM 2 BOX
131	130	Q305_1. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 1. Understands and meets customer expectations most of the time
132	131	Q305_2. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 2. Able to anticipate customer needs real-time
133	132	Q305_3. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 3. Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)
134	133	Q305_4. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 4. Provides relevant communications unique to each customer
135	134	Q305_5. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 5. Understands each individual customer's preferences and needs
136	135	Q305_6. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 6. Integrates customer feedback to improve individual experiences
137	136	Q305_7. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 7. Delivers a seamless experience regardless of what device or channel the customer is engaged in
138	137	Q305_8. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 8. Is available to address customer needs immediately via multiple channels
139	138	Q305_9. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 9. Requires little effort from customers to achieve their desired outcome
140	139	Q305_10. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 10. Keeps customer data privacy at the forefront of all engagements
141	140	Q305_11. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 11. Able to balance data privacy with increased demand for personalization
142	141	Q305_12. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 12. Has never misused customer data in the past
143	142	Q305_13. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 13. Able to differentiate from competitors based on providing a superior customer experience
144	143	Q305. Overall Customer Experience Index Score
145	144	Q305. Personalization Dimension Score
146	145	Q305. Privacy Dimension Score
147	146	Q305. Omnichannel Dimension Score
148	147	Q305. Customer Understanding Dimension Score
149	148	Q310. In your opinion, which of the following "dimensions" of the customer experience is the most important to achieve or uphold?
150	149	Q605. Which industry category best describes your company's primary business?
151	150	Q606. Approximately what proportion of your company's business is considered "e-tail" (i.e., sells its products online directly to the end user)?
152	151	Q610. Which of the following best describes your current title at your company?
153	152	Q615. You mentioned that your company's primary business industry is Financial Services. Which of the following sub-sectors of Financial Services best describes your company?
154	153	Q616. Which of the following best describes the type of bank/lending institution you work for?
155	154	Q620. Which of the following, if any, are you responsible for at your company?
157	155	Q625. What are your company's total assets/revenues for the last fiscal year?
158	156	Q625. What are your company's total assets/revenues for the last fiscal year?
159	157	Q900. Across all locations, approximately how many total employees work for your company or organization? If you are not sure, please provide your best estimate.
161	158	Q905. What is the approximate size of your global marketing team? If you are not sure, please provide your best estimate.
162	159	Q910. Which of the following types of customers does your company serve?
163	160	Q915. In which of the following regions does your company operate?

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164	161	GENDER: What is your gender?
165	162	AGE: What is your age?
166	163	COUNTRY: In which country or region do you currently reside?
167	164	EMPLOYMENT: Which of the following best describes your employment status?
168	165	Q605. Which industry category best describes your company's primary business?
169	166	Q606. Approximately what proportion of your company's business is considered "e-tail" (i.e., sells its products online directly to the end user)?
170	167	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF EXCELLENT (TOP BOX)
171	168	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF EXCELLENT/GOOD (TOP 2 BOX)
172	169	Q1005. How would you rate each of the following areas in your industry? SUMMARY TABLE OF FAIR/POOR (BOTTOM 2 BOX)
173	170	Q1005_1. How would you rate each of the following areas in your industry? 1. Implementation of new customer engagement technologies
174	171	Q1005_2. How would you rate each of the following areas in your industry? 2. The ability to keep up with changing customer expectations
175	172	Q100. How would you rate your company's ability to deliver an exceptional customer experience?
176	173	Q102. What are the biggest challenges your company faces in delivering an exceptional customer experience? Please select all that apply.
178	174	Q107. How well is your company able to execute on its customer experience strategy?
179	175	Q115A. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past year
180	176	Q115B. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past 5 years
181	177	Q115A_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past year - Fragmented engagement systems
182	178	Q115A_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past year - Silos of customer data
183	179	Q115A_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 3. Past year - Marketing is only team fully invested
184	180	Q115A_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 4. Past year - Customer data lacking depth
185	181	Q115A_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 5. Past year - Not able to keep pace with customer
186	182	Q115A_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 6. Past year - Other
187	183	Q115B_1. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 1. Past 5 years - Fragmented engagement systems
188	184	Q115B_2. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 2. Past 5 years - Silos of customer data
189	185	Q115B_3. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 3. Past 5 years - Marketing is only team fully invested
190	186	Q115B_4. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 4. Past 5 years - Customer data lacking depth
191	187	Q115B_5. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 5. Past 5 years - Not able to keep pace with customer
192	188	Q115B_6. To the best of your knowledge, how much progress has your company made in closing that gap in the following timeframes? 6. Past 5 years - Other
193	189	Q120A. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next year
194	190	Q120B. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next 5 years
195	191	Q120A_1. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next year - Fragmented engagement systems
196	192	Q120A_2. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next year - Silos of customer data
197	193	Q120A_3. And, how confident are you that your company will be able to close that gap in the following timeframes? 3. In the next year - Marketing is only team fully invested
198	194	Q120A_4. And, how confident are you that your company will be able to close that gap in the following timeframes? 4. In the next year - Customer data lacking depth
199	195	Q120A_5. And, how confident are you that your company will be able to close that gap in the following timeframes? 5. In the next year - Not able to keep pace with customer

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200	196	Q120A_6. And, how confident are you that your company will be able to close that gap in the following timeframes? 6. In the next year - Other
201	197	Q120B_1. And, how confident are you that your company will be able to close that gap in the following timeframes? 1. In the next 5 years - Fragmented engagement systems
202	198	Q120B_2. And, how confident are you that your company will be able to close that gap in the following timeframes? 2. In the next 5 years - Silos of customer data
203	199	Q120B_3. And, how confident are you that your company will be able to close that gap in the following timeframes? 3. In the next 5 years - Marketing is only team fully invested
204	200	Q120B_4. And, how confident are you that your company will be able to close that gap in the following timeframes? 4. In the next 5 years - Customer data lacking depth
205	201	Q120B_5. And, how confident are you that your company will be able to close that gap in the following timeframes? 5. In the next 5 years - Not able to keep pace with customer
206	202	Q120B_6. And, how confident are you that your company will be able to close that gap in the following timeframes? 6. In the next 5 years - Other
207	203	Q125. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply.
208	204	Q125_1. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 1. Fragmented engagement systems
209	205	Q125_2. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 2. Silos of customer data
210	206	Q125_3. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 3. Marketing is only team fully invested
211	207	Q125_4. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 4. Customer data lacking depth
212	208	Q125_5. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 5. Not able to keep pace with customer
213	209	Q125_6. Still thinking about being the biggest gap between your customer experience strategy and the execution of it, which of the following has prevented your company from closing that gap? Please select all that apply. 6. Other
214	210	Q130. How has your customer experience strategy changed over the past 12 months? Please select all that apply.
215	211	Q135. Looking ahead, how do you anticipate your customer experience strategy will evolve over the next 12 months? Please select all that apply.
216	212	Q203. How important are each of the following to ensuring that you have a single view of the customer? SUMMARY TABLE OF ABSOLUTELY ESSENTIAL (TOP BOX)
217	213	Q203. How important are each of the following to ensuring that you have a single view of the customer? SUMMARY TABLE OF ABSOLUTELY ESSENTIAL / VERY / SOMEWHAT IMPORTANT (TOP 3 BOX)
218	214	Q203_1. How important are each of the following to ensuring that you have a single view of the customer? 1. The ability to see a comprehensive picture of the customer (using all available data sources)
219	215	Q203_2. How important are each of the following to ensuring that you have a single view of the customer? 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)
220	216	Q203_3. How important are each of the following to ensuring that you have a single view of the customer? 3. Availability of customer records across the entire enterprise
221	217	Q203_4. How important are each of the following to ensuring that you have a single view of the customer? 4. Resolving customer identity across different databases, systems of engagement, and devices
222	218	Q203_5. How important are each of the following to ensuring that you have a single view of the customer? 5. Making hyper-personalized offers that understand where the customer is in their buying journey
223	219	Q203_6. How important are each of the following to ensuring that you have a single view of the customer? 6. Accessing customer data and making offer decisions in real-time to keep pace with the customer
224	220	Q203_7. How important are each of the following to ensuring that you have a single view of the customer? 7. Using machine learning that anticipates a customer's needs, wants, intent
225	221	Q203_8. How important are each of the following to ensuring that you have a single view of the customer? 8. Appending second and third-party data to enrich a customer's profile
226	222	Q203_9. How important are each of the following to ensuring that you have a single view of the customer? 9. The ability to connect anonymous or unknown visitors with known customers
227	223	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF VERY SATISFIED (TOP BOX)
228	224	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF VERY / SOMEWHAT SATISFIED (TOP 2 BOX)
229	225	Q205. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? SUMMARY TABLE OF NOT AT ALL / NOT VERY SATISFIED (BOTTOM 2 BOX)

Page	Table	Title
230	226	Q205_1. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 1. The ability to see a comprehensive picture of the customer (using all available data sources)
231	227	Q205_2. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 2. Having a customer record that is continuously updated (latest transactions, behaviors and interactions)
232	228	Q205_3. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 3. Availability of customer records across the entire enterprise
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236	232	Q205_7. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 7. Using machine learning that anticipates a customer's needs, wants, intent
237	233	Q205_8. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 8. Appending second and third-party data to enrich a customer's profile
238	234	Q205_9. And, how satisfied are you with your company's ability to provide each of these to achieve a single view of the customer? 9. The ability to connect anonymous or unknown visitors with known customers
239	235	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF NOT CURRENTLY USING
240	236	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF CURRENTLY USING
241	237	Q210. Which of the following personalization tactics does your company use or plan to use in the next 12 months? SUMMARY TABLE OF CURRENTLY USING WITH GREAT SUCCESS
242	238	Q210_1. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 1. Rules-based recommendations
243	239	Q210_2. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 2. Predictive modeling-based recommendations
244	240	Q210_3. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 3. Artificial Intelligence/Machine Learning (ML) based recommendations
245	241	Q210_4. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 4. Personalization delivered through Mobile Applications
246	242	Q210_5. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 5. Personalization delivered through smart device/sensor data (IoT)
247	243	Q210_6. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 6. Personalization delivered through Clienteling Application
248	244	Q210_7. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 7. Personalization delivered through Website
249	245	Q210_8. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 8. Using preference/loyalty data to personalize
250	246	Q210_9. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 9. Using real-time data based on location, behavior, sentiment, weather, etc. to personalize
251	247	Q210_10. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 10. A/B multivariate testing
252	248	Q210_11. Which of the following personalization tactics does your company use or plan to use in the next 12 months? 11. Business rules-based offers
253	249	Q215. How has your Machine Learning (ML) strategy evolved over the past 12 months? Please select all that apply.
254	250	Q217. What, if anything, is preventing your company from building or expanding its ML capabilities? Please select all that apply.
255	251	Q220. In what ways, if any, is your existing MarTech (marketing technology) stack preventing you from managing an omnichannel customer experience? Please select all that apply.
256	252	Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?
257	253	Q225. Approximately, how many customer engagement systems (e.g., POS/CRM, eCommerce, Marketing Automation, customer service, mobile, web) does your company currently have deployed?
258	254	Q232. You mentioned that the number of customer engagement systems is too few / too many. What would be the ideal number of systems?
259	255	Q233. Ideal Number of Systems [Among all respondents]
260	256	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF VERY WELL (TOP BOX)
261	257	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF VERY / SOMEWHAT WELL (TOP 2 BOX)
262	258	Q235. How well do your current customer engagement systems enable you to do the following? SUMMARY TABLE OF NOT AT ALL / NOT VERY WELL (BOTTOM 2 BOX)
263	259	Q235_1. How well do your current customer engagement systems enable you to do the following? 1. Aggregate customer data

Page	Table	Title
264	260	Q235_2. How well do your current customer engagement systems enable you to do the following? 2. Resolve customer identities across devices and/or data sources
265	261	Q235_3. How well do your current customer engagement systems enable you to do the following? 3. Provide actionable insights
266	262	Q235_4. How well do your current customer engagement systems enable you to do the following? 4. Provide an up to date view of the customer
267	263	Q235_5. How well do your current customer engagement systems enable you to do the following? 5. Provide a complete picture of the customer across all data sources (1st, 2nd & 3rd party sources)
268	264	Q235_6. How well do your current customer engagement systems enable you to do the following? 6. Personalize the customer experience
269	265	Q235_7. How well do your current customer engagement systems enable you to do the following? 7. Provide a consistent experience across all interaction touchpoints
270	266	Q235_8. How well do your current customer engagement systems enable you to do the following? 8. Provide and access data in real time
271	267	Q235_9. How well do your current customer engagement systems enable you to do the following? 9. Understand the customer's context in terms of previous journey stages
272	268	Q240A. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by
273	269	Q240A_1. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by 1. Increase
274	270	Q240A_2. In the next year, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by 2. Decrease
275	271	Q240B. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by.
276	272	Q240B_1. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by. 1. Increase
277	273	Q240B_2. In the next 5 years, do you expect that number to increase, decrease, or remain the same? If you select increase or decrease, please provide your best estimate for how many systems you anticipate it will increase or decrease by. 2. Decrease
278	274	Q250. Now, we would like you to think about your company's customer databases (e.g., 1st, 2nd, and 3rd party data sourced from mobile, social networks, websites, CRM, POS, loyalty systems, etc.). Approximately, how many customer databases does your company currently use?
279	275	Q305. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". SUMMARY TABLE OF TOP 2 BOX
280	276	Q305. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". SUMMARY TABLE OF BOTTOM 2 BOX
281	277	Q305_1. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 1. Understands and meets customer expectations most of the time
282	278	Q305_2. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 2. Able to anticipate customer needs real-time
283	279	Q305_3. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 3. Has a complete and up to date view of the customer using information from all available data sources (1st, 2nd & 3rd party data)
284	280	Q305_4. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 4. Provides relevant communications unique to each customer
285	281	Q305_5. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 5. Understands each individual customer's preferences and needs
286	282	Q305_6. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 6. Integrates customer feedback to improve individual experiences
287	283	Q305_7. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 7. Delivers a seamless experience regardless of what device or channel the customer is engaged in
288	284	Q305_8. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 8. Is available to address customer needs immediately via multiple channels
289	285	Q305_9. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 9. Requires little effort from customers to achieve their desired outcome

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290	286	Q305_10. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 10. Keeps customer data privacy at the forefront of all engagements
291	287	Q305_11. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 11. Able to balance data privacy with increased demand for personalization
292	288	Q305_12. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 12. Has never misused customer data in the past
293	289	Q305_13. Now we would like you to look at some statements and tell us how well they describe your company. Please select a number from "1" to "5" where "1" means "This item does not describe my company well" and "5" means "This item describes my company very well". 13. Able to differentiate from competitors based on providing a superior customer experience
294	290	Q305. Overall Customer Experience Index Score
295	291	Q305. Personalization Dimension Score
296	292	Q305. Privacy Dimension Score
297	293	Q305. Omnichannel Dimension Score
298	294	Q305. Customer Understanding Dimension Score
299	295	Q915. In which of the following regions does your company operate?