



# How To Succeed In Your Quest For Customer Centricity

WAVESTONE

# Contents



**How to succeed in your quest for customer centricity**

03



**1. Identify touchpoints and metrics**

06



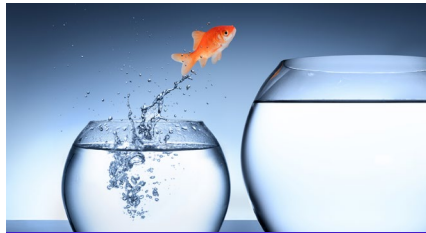
**2. Collect feedback**

10



**3. Analyse the data**

14



**4. Make the change**

17

## Introduction

# How to succeed in your quest for customer centricity

### There's no denying it: customers are more powerful than ever.

With ever-increasing access to information, constantly widening choice, and opportunities to share their experiences further than ever, your customers can make or break your business.

Today's customers know they have options, and as the competition for their business increases, you need to find a way to differentiate.

Many companies start at price. But focusing on cost alone often isn't enough. As many of the world's most successful businesses have shown, you also need to look the other way and focus on improving your customer experience (CX).

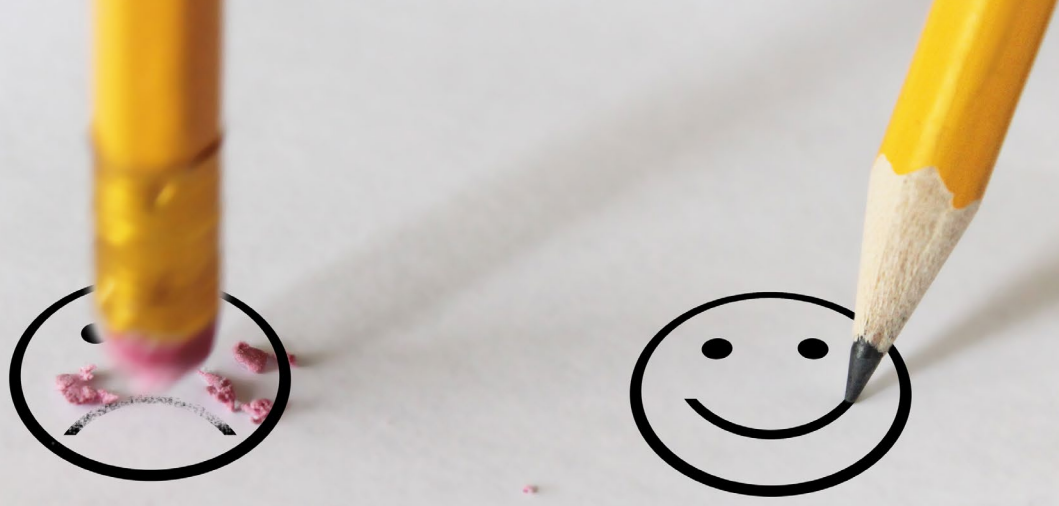
Research<sup>1</sup> shows that customer-centric organisations – those organisations that successfully build CX into the heart of their business – deliver higher revenues, bigger profits, better shareholder returns and faster growth over the long term.

### This is because customers who have a positive experience are:

- More likely to buy from you again
- More likely to try your new product or service
- More likely to forgive you for making a mistake
- More likely to tell their friends something good about you







## How is customer centricity any different to what I'm doing now?

Customer-centric organisations put their customer, not their bottom line, at the heart of their business. They focus on creating positive experiences for customers at every interaction with them. They work hard to craft an experience that turns fair weather customers into die-hard advocates.

They operate differently to other organisations. They listen to their customers and act on what they hear. They measure the experiences their customers have, and then use the insight to improve the products and services they offer.

Customer-centric organisations understand the secret that many don't - that by focusing on their customers and going out of their way to deliver great CX, they actually improve their bottom line, not reduce it.

Regardless of the market you're in, a focus on customer experience should be a non-negotiable element of your business strategy.

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A focus on customer experience should be a non-negotiable element of your business strategy

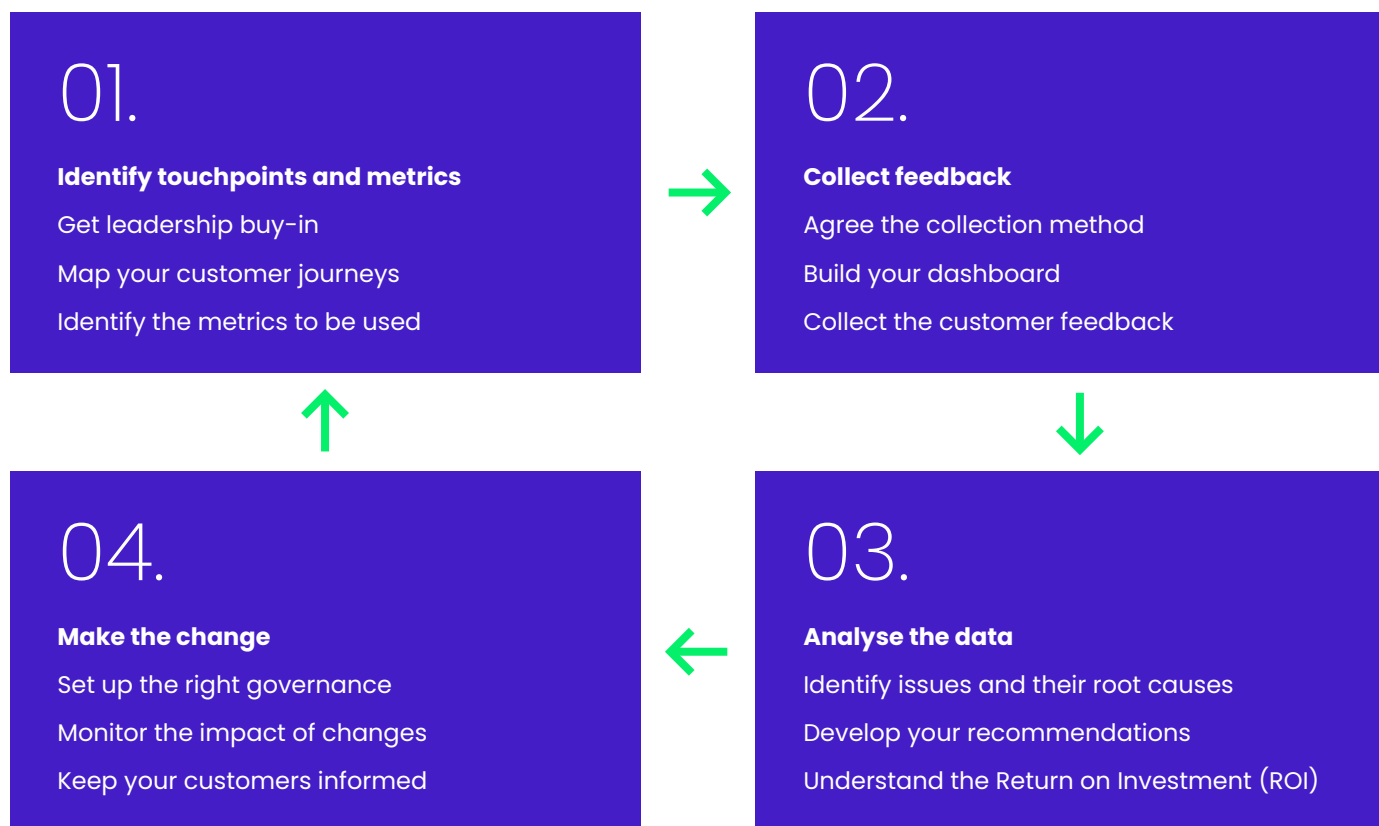
## But where do I start?

With customers interacting with you at so many different touchpoints, you need a structured approach to find out what's working well, what they've found challenging, and what opportunities there are to enhance their experience. In other words, you need a solid way to measure CX.

At Wavestone, we follow our very own CX measurement framework, a tried and tested approach we've used across multiple industries.

It's a simple, practical and effective 4-step guide to help you listen to your customers and make the right changes to satisfy their needs, as well as the needs of your business. And throughout the next sections of this eBook, we'll walk you through it.

# The CX Measurement Framework



**In its simplest terms, this framework gives you a way to listen to your customers and make business decisions based on real insight. It helps you know what your customers want, rather than assuming you know best, or worse still, having no consideration for their preferences at all.**

With this being a complete framework, you need to go through all four stages if you want to transform your approach to your customers – stopping short is unlikely to deliver the outcomes you need.

You're about to take the first step in your journey. Through this eBook, you'll learn the tools you need to develop an effective CX framework, both for now and into the future.

Because CX isn't a one-off activity, but a constantly evolving cycle.

By applying the framework in this eBook, you'll learn the tools you need to embed it for the long term.

**Ready? Let's launch straight into it, with the first stage: getting leadership buy-in, customer journey mapping and choosing the right CX metrics.**

# 1.

## Identify touchpoints and metrics

### Get leadership buy-in

Before you begin your quest to become more customer-centric, you need commitment from senior management.

Your leaders need to believe in the importance of improving customer experience, and, where possible, you want to see it enshrined in your organisation's strategy.

Once you have their buy-in, it's time to get started.

### Map the journey and identify touchpoints to measure

A customer journey map is a diagram that illustrates the steps your customers go through when engaging with your company.

This helps you recognise the experience customers have when interacting with your organisation. So, you can see what's working well, the most emotive parts of the journey and where there's opportunity to make improvements.

There are three parts to journey mapping, but when going through this section of the framework, you should always keep one thing in mind: Focus on what matters to your customers most.

#### 1. Develop a deeper understanding of who your customers are

Be really clear on who your customers are and which of them are most valuable to you, prioritising those who carry the greatest lifetime value. Start by creating a persona for each customer type to better understand their needs, expectations and typical behaviours.

This will help you empathise with your customers, to get in their headspace and see the world as they see it.

#### 2. Map out the journey that they would go on

Taking each customer type you've identified, detail their typical journey from start to finish.

Make sure you end up with a clear view of all the different stages of the journey, and within each stage, the individual touchpoints that customers have with you.







You need to walk in your customer's shoes and map the journey they go on.

This should be done from their perspective, so it's good to describe these as "I" statements, e.g. "I login to my account".

Avoid doing any detailed process assessment.

This isn't process mapping. You need to walk in your customer's shoes and depict the journey they go on. Focus on what it feels like to be your customer. Describe the emotions they experience at each touchpoint, and most importantly, the pain points – where the journey doesn't work well for your customers and causes negative emotions.

Some really obvious pain points are likely to jump out at you, which are no-brainers to fix. So rather than waiting, you should get a team focussed on fixing them immediately.

### 3. Identify the interactions and touchpoints you want to measure

This next stage is about deciding where in their journey it's best to ask for feedback.

This will give you facts about your customer journeys, rather than assumptions.

There may be many different points in the journey that you could measure, so how do you decide? We advise you to consider two key areas:

#### **Which interactions or touchpoints matter most to customers?**

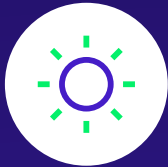
#### **Which interactions or touchpoints are likely to help you improve in ways that align best to your organisational goals?**

The moments that matter to customers (sometimes referred to as "moments of truth") are those that are most likely to leave a lasting positive or negative impression on a customer. A good example would be the moment a customer tries to claim on an insurance policy, as it's ultimately the reason they took out the policy.

We believe it is important to work towards measuring all the moments that matter. But the key word here is 'towards'. If you start trying to measure all key touchpoints at the same time, it's a bit like trying to run before you can walk. Instead, pick a few of the moments that matter the most, and start with those.

But just as you shouldn't be wasting resources fixing something your customers don't care about, you shouldn't waste time fixing something that isn't a strategic priority, and not aligned to your goals.

# Here are some simple examples of aligning to goals:



## Creating brand advocates

To do this, you'll want to know how likely customers are to recommend you. You'll need to identify the points in the journey that most influence their opinion of you and trigger them to talk about you. These points will happen right across the journey.



## Improving operational efficiency

You can gauge operational efficiency in many ways. A good starting point is to focus on touchpoints customers struggle to complete, or which generate lots of complaints. Your frontline staff will be great at pointing out the most inefficient interactions.



## Building customer trust

This one's tricky to measure, but if you break down the components that define trust, such as consistently high quality products or simply meeting expectations, you can begin to build the measures in at the right points in the journey.

## Identify the metrics to be used

Having pinpointed the "moments that matter" and thought how they align with your organisational goals, it's time to select relevant customer experience metrics.

CX metrics let you assess the perception your customers have of their experience of dealing with you, so you can look at your organisation through their eyes. The most common headline metrics include:

**Net Promoter Score (NPS)** – The likelihood of somebody recommending you, which aligns to the strategic goal of creating brand advocates. A very widely used metric.

**Customer Effort Score (CES)** – How easy it is to do business with you. This aligns well with operational efficiency and is proven to predict customer behaviours. We see this increasingly used by clients across all sectors.

**Customer Satisfaction (CSAT)** – The extent to which a customer feels that you've met their expectations in their experience of dealing with you. This would fit well with the goal of building customer trust.

The above are all what we call "outcome" metrics, because they measure the outcome from the customer's perspective, giving an indication of the lasting impression their experience will leave.

Having decided on the outcome measures, you'll need to define the input measures. These are the things you should measure at different touchpoints to determine which parts of the journey have the most impact (positively or negatively) on the overall experience.

For example, you might survey customers who contact you via webchat by asking about how easy it was to use the service, and their impression of how easy it was to resolve their query in general.



By looking at the correlation between these, you can assess the overall importance of webchat to the service experience, and track the impact of any improvements at that touchpoint to the overall perception of service effort.

Measuring any of the above lets you put facts onto your journeys, so you can be certain that the improvements you make are based on reality, will have an impact on the things that matter to your customers and align to your goals.

### An example from one of our clients

This major Financial Services company had made a strategic commitment to becoming more customer-centric, and recognised they needed to be able to measure their customer experience to do so.

We used our framework to help them set up their CX measurement process:

Defining the personas and journeys – We helped them identify their main groups of customers, develop personas, then map the journey those customers go on. Identifying the “moments that matter” as well as opportunities for improvement.

Identifying the touchpoints – Once we knew the moments that mattered, we helped them develop a measurement questionnaire that aligned to both the critical touchpoints in the process and the customer promises this client had committed to.

Building the dashboard – To showcase this insight in an easy-to-consume way we helped the client create a dashboard which summarised survey results and gave a picture of how well the organisation was fulfilling its promises.

This gave the business a solid foundation on which to draw out insight into what was going well, what was going wrong and why. It enabled them to take the CX-focused action to change, and helped them achieve their customer centricity goals.

**After completing this first section of the framework, you'll know who your customers are, what journeys they go on, what matters most to them and what you need to be measuring as a result.**

**The next stage is all about collecting useful feedback on all the measures you've identified.**



# 2. Collect feedback

## Agree the collection method

Now you've selected your metrics, it's time to figure out how you're going to collect your customer feedback. There are four things to consider – what, when, who and how.



### What

What questions are you going to ask your customers? Whatever you ask them in your surveys should relate to the points in the customer journey you want to measure and the metrics you're using. We find the most effective questions have both a quantitative and qualitative aspect to them.

The quantitative element tells you the "what" – what they think, and whether it's easy or hard, good or bad etc. The qualitative element tells you the "why" – why they think it's easy or hard etc.

For example:

*What = "On a scale of 1-5, how easy was it for you to do XXX?"*

which invites a qualitative follow-up

*Why = "Why did you give this rating?"*

Design your surveys with your audience in mind – the aim is to get the biggest response rate you can, so you should make them quick and easy to understand and complete. And the best surveys have a warm, human tone.



### When

Timing is crucial. In general, the sooner you can ask customers for feedback after an interaction, the better. For example, when working with a major supermarket, we sent shoppers who had used their loyalty card an email the same day, to encourage customers to share their experience while it was fresh in their minds.

If you leave it too long, the emotional state the customer was in will have passed, and you won't get a full and clear reflection of the experience they had.

You should also think about how often you want to ask for feedback – too little, and you risk not getting enough feedback, too much and you might annoy people. No one likes being asked to fill in the same survey again and again.



## Who

When defining a sample size – the number of customers you intend to gather data from – the bigger the better. But don't sweat it if it's a small sample, as it's still useful insight.

It's easy to get obsessed about needing a bigger sample size for your data to be reliable, especially if you usually conduct quantitative research programmes where all samples need to be large.

In our experience, you sometimes need to opt for a smaller sample for practical reasons and, providing you position it correctly, it can be insightful and informative.

And, if you really do need to gather more data, there are ways to build a richer picture with insight from other sources.



## How

Which channels will you use to ask your customers questions? You can conduct surveys in many ways – via email, SMS, social media, websites, phone, etc – but you need to choose the channels that work best for your target customers. And the ones most likely to generate a high response rate.

You can also use insight from other sources to help you better understand the experience. Here are three:

### 1. Scour existing data

If you go looking, you'll be amazed what you can find. It's likely you'll already have useful information from which you can drive insights, such as customer complaints, or existing research. So dig into your archives and start pulling it together.

### 2. Visit the front line

Leave your desk and go to the places customers are interacting with you. Watch what happens during face-to-face interactions with your sales teams, listen in to customer calls, review customer emails and look at your social media channels. Customer insight is flooding in every day – you just need to find it and measure it.

### 3. Speak to your staff

Ask your customer-facing employees what they think. They can usually tell you how happy customers are in general and where the problems are. This could be through a conversation with them while you're shadowing their work, or in targeted focus groups.

## Build your dashboard

You've agreed your metrics and before jumping straight in and issuing a load of surveys, you want to take a step back and think about the story you want to tell. We always say you should begin with the end in mind, and measuring your customer experience is no different.



A CX dashboard is a great tool to help you bring the data together to succinctly tell a story about how well you're delivering on your customer experience goals at different stages in the customer journey, and let both you and your leadership team quickly identify what's going well and what you need to improve.

## An example of a dashboard:

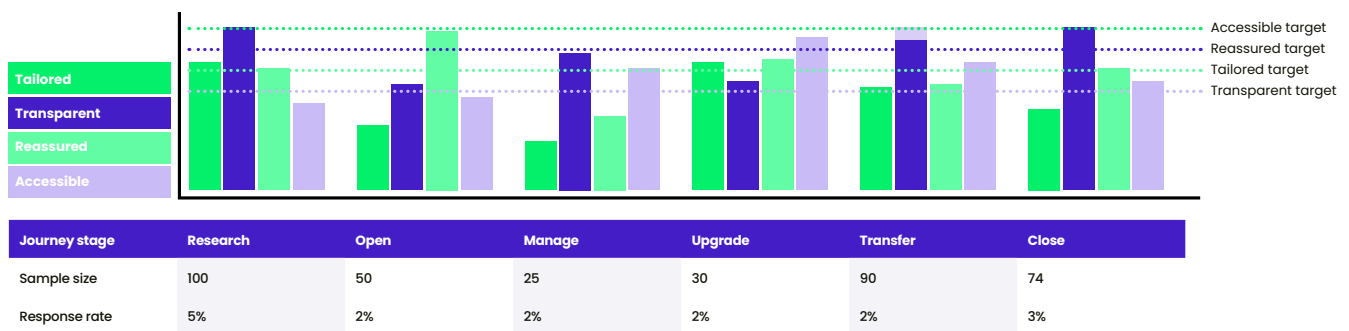
### Top 5 Positive Customer Verbatims

- 1 'The person on the phone was really friendly'
- 2 'It's really easy to understand what my options are'
- 3 ...
- 4 ...
- 5 ...

### Top 5 Negative Customer Verbatims

- 1 'It took ages to get through to the right person'
- 2 'I still haven't got an answer to my questions after following up several times'
- 3 ...
- 4 ...
- 5 ...

### Delivery of customer promises across the customer journey



### Top Complaint Drivers

Reason	No. per month	% of contacts	Change prev. month
Call queues are too long	78	14%	+ 2
Had to follow up several times	62	12%	- 2
-	-	-	-
-	-	-	-

### Operational Metrics Linked To The Journey

Measures	This Month	Target	Last Month
Average length of call	00:02:31	0:02:00	00:02:40
% of calls resolved first time	73%	98%	77%
-	-	-	-
-	-	-	-

Highlights

What's changed since the last period?

What do we want the reader to know?

Your dashboard is a living document that provides a summary view of your CX metrics, how they link up to your organisation's strategic priorities, and how they link down to the operational metrics which drive them.

## Collect the customer feedback

Once you've designed your surveys and built a dashboard that will tell a story with the results, you're ready to issue your surveys and start talking with your customers.

As we've mentioned before, don't try and do too much at once. We find it works best to start collecting feedback on the most important touchpoints first, and then over time expand the number of surveys you issue.

**Top tip:** Remember that customers are human, so make sure your team is empathetic to their needs. If a customer calls to ask for the details of a recently deceased relative to be removed from your database, it's wise to avoid asking them to complete a survey on the same call.





We identified over  
£500,000 worth of  
potential savings

### An example from one of our clients

When this outsource provider committed to improve their customer experience as part of a contract extension proposal, they knew they needed more insight on their customers and wanted to get the right data in the right way.

Following our trusted framework and using our CX measurement experience we:

1. Designed and ran a post-call email survey to explore how easy it was for customers to do what they need to do and gather insight on the experience through open-ended questions.
2. Listened to hundreds of calls and reviewed hundreds of emails from customers to see if their needs were being met, observe how interactions were being handled, and gather thoughts and ideas from staff.
3. Brought together and analysed existing data from an annual engagement survey, focus groups outputs and complaints to gauge customer expectations, the current experience and what their pain points were.

This insight helped our client pinpoint the root causes of the problems in their operations and develop potential solutions. It gave senior managers a clear view of the current customer experience, what worked well and what needed to improve.

Best of all, it had a direct impact on their bottom line, as we identified over £500,000 worth of potential savings from reducing the number of repeat inbound calls and emails into the contact centre.

**Once the second section of the framework is complete, you'll be armed with all the key insights you need to enhance your customer experiences.**

**The next stage is all about analysing the data you've collected and developing your recommendations for improvements.**

# 3.

## Analyse the data

### Identify issues and their root causes

How To Succeed In Your Quest For Customer Centricity

**By now, you'll have sent out your surveys and pulled the results into your dashboard. But before going ahead with any big changes, you should drill deeper to make sure you understand the real cause of issues, not just the symptoms. By doing this, you'll fix the problem and avoid wasting resources revisiting it time and again.**

There are many ways of doing root cause analysis, but one of the most effective is "Five Whys" – which allows you to peel away the layers of a problem by asking 'why' five times.

#### How to use "Five Whys"

First off, gather a group of people from across your business – people who can share their different perspectives on the potential causes of the problem. Then write down the specific problem your customers have, and why the problem seems to occur.

Think about this answer and ask why again. If you come up with another answer, write that answer down. Keep repeating this until you get to the root cause. You usually have to ask the question five times.

For example:

The customer couldn't complete an online form. Why?

There was an issue with the website. Why?

A live bug had slipped through the net. Why?

The testing team is overworked. Why?

Recent cost-cutting measures reduced the team size. Why?

The root cause here is that the testing team is understaffed due to recent cost reductions. The next step would be to develop a recommendation for resolving it.





This is just one example though. There are plenty of others that we use. We'd need another eBook to do these justice, but if you'd like to find out about some of the other tools available to you, get in touch and we'd be happy to tell you more.

## Develop your recommendations

There are some root causes that have obvious solutions, so you can go ahead and fix them easily. But there are others which may take a bit more work, and will need stakeholder buy-in.

We find the best way to obtain this is to develop your recommendations not as solutions or directions, but as 'ideas', using the following 3 steps:

1. Record and evidence the problem
2. Describe the potential solutions
3. Prioritise those solutions based on effectiveness

In its simplest form, an 'idea' gives stakeholders more ownership of the decision. It makes them feel in control and gives you more chance of getting your solution accepted and progressing to the next step.

### Understand the Return on Investment (ROI)

When crafting the 'ideas' to present to your stakeholders, it's important to tell them a compelling story. And within this story, how you position the potential ROI of the changes is crucial. You can do this in two ways.

The first is to look purely at the numbers – what financial return will this solution deliver? The second is to look at the qualitative impact – what impact will this solution have on our customer's overall experience and the 'intangible' benefits that it could bring.

The ideal scenario is one where you use customer insight to capture the stakeholders' attention by demonstrating the emotional need for change, before reinforcing this with solid figures that show it makes financial sense too.

How do I use our customer insight to support my 'ideas'?

Long PowerPoint packs are great at detailing lots of data points in nice slides, but they rarely 'join the dots' to paint a complete picture.

Your job is to combine the insights you've gained with a customer perspective, taking a step back and asking yourself 'what is this really telling us?' so that you can translate that to your stakeholders.

It's storytelling, but based on hard data. For example, when walking stakeholders through our recommendations, we often play recordings of real customer calls, so those in the room can hear the emotion in the customers' voices, identify with the pain point and clearly see the need for change.

You're not just presenting bar charts, you're presenting a narrative that your senior stakeholders can buy into. Doing this will help you get everyone on board and let you take the changes you want to make through to the final stage in our framework.

## An example from one of our clients

Our client is a major global insurer who needed to get to the heart of some problems they were having with customer renewals.

Their NPS was minus 6 at the end of the journey, indicating they had more detractors than promoters. Whilst not great, this wasn't disastrous, but their traditional reporting, which was robust in terms of calculating the score, didn't bring to life what the experience actually felt like.

There were several issues leading to an overall bumpy experience for customers, but there were two really big problems which we needed to bring to the foreground when describing the customer experience.

So, using the analogy of a roller coaster, we worked with the client to tell the story from a customer's perspective, highlighting the pain points and the things to fix in a way that was clear and easy to digest.

### Customer Journey For Renewing A Policy

Journey stages	Receives policy	Receive renewal request	Phone company to discuss options	Options are explained	Agree terms and renew policy
Customer emotions	Satisfied Happy Content	Shocked Confused Worried	Angry Frustrated Concerned	Happy Encouraged Reassured	Helped Relieved Happy
Drivers	Receiving a satisfactory service and feel they're getting value for money	Customers receive complicated renewal documents and see a significant premium increase	Customers phone and navigate a difficult system then end up waiting 20 minutes at peak times for someone to answer their call	Customer speaks to a very helpful customer services agent and feelings of reassurance turn into relief as they can complete the renewal with an outcome that makes them feel valued.	
NPS score					
Root causes & recommendations	Long waiting times are the main driver for customers finding it difficult to deal with this organisation.	→	The root causes of long wait times are a poor system for call routing and poor workforce planning.	→	Resolve the issue by implementing a two-tier staff structure, multi-channel journey & strategic call overflow.

Once the analysis is complete, and the recommendations for CX improvement are developed, it's time to make change happen.

**This fourth stage of our framework is the final step in the cycle towards achieving customer centricity.**



# 4.

## Make the change

### Set-up the right governance structure

**You've got the insight. You know what needs to be done. And now you need to make it happen.**

To effectively deliver, monitor and champion the customer experience changes that your insight recommends, you need a clear governance structure – an effective way to implement the changes that have been approved. Without it, you'll struggle to make customer experience a real priority in your organisation.

Some organisations put a senior Customer Experience Board in place, which sets direction, helps with prioritisation, provides decision-making clout and sometimes provides funding for larger changes.

Other organisations find that a more junior Customer Experience Forum works better to find out what needs to be done and then drive the root cause analysis and solution design which feeds into the normal change framework. Some even have both.

Customer Experience Forums and Boards work best when the group contains a mix of the following two types of people:

**1. Sponsors** – people who are sufficiently senior within your business, with enough decision-making clout to make stuff happen.

**2. Advocates** – employees from different parts of the business who are enthusiastic about maintaining and improving the journey.

Advocates will also act as flag bearers for your new CX initiatives; sharing good news and excitement about the changes being made, and taking ownership for them, which will have a ripple effect on motivation.

With this structure in place, CX improvements won't feel like an uphill struggle every time you need to make a change. Instead, the forum will give you a clear structure, direction and support. This enables customer centricity to become self-sustaining in your business.



## Monitor the impact of changes

Once you've made the change, you need to know whether it's having the intended impact of actually improving the customer experience.

One of the easiest ways to do this is by getting further feedback from your customers via a survey. For example, if you've launched a new service on your website, you might ask: "How have you found the new service?" or "is the service any easier to use since you last tried?"

If you make several changes at once, you may be able to combine your questions into one survey, but it depends on the situation. Just try not to bombard the same customer with several different surveys.

If the feedback you get is good, then it's time to shout about the changes.

## Keep your customers informed

The final step in the CX life cycle is to tell your customers about all the work you're putting into CX and the changes you're making. This is often overlooked, but it comes with two great benefits.

Firstly, it makes customers feel valued, because they can see that you're acting on their feedback. And secondly, it gives you an excuse to promote the good things your company is doing, which is good for marketing and brand perception.

A great recent example of the power of keeping your customers informed was when Tesla's Elon Musk responded to a Tweet by somebody complaining about a pushy sales guy while shopping for a Tesla Model X.

### ELON MUSK'S REPLY



Def not ok. Just sent a reminder to Tesla stores that we want people to look forward to their next visit. That's what really matters.

Whatever your views on Elon Musk or Tesla, this level of responsiveness made Tesla appear like a company that cares about its customers, and prompted a flurry of fans to talk about the positive experiences they'd had at Tesla dealerships – generating more good news off the back of it.



## An example from one of our clients

Our client provides retailers with in-store technology which is used to sell products. The retailers are serviced through account managers, and a complex technical support process.

They wanted to improve the retailer experience, so, after mapping the journeys and measuring the experience at moments that matter, we helped them set up a Customer Experience Forum where account managers and staff could discuss the results, prioritise improvements and implement the preferred solutions.

Several immediate opportunities for improvement were identified, and several more complex changes were agreed. The company then shared news of the changes:

- **Briefing the retail support staff on what had been fixed**
- **Holding events for the account management teams to thank them for their feedback and tell them what changes had been made on the back of it**
- **Publishing news updates in their retailer newsletter, again designed to thank them and share the changes being made**

This had a positive impact on the experience and helped strengthen the relationship with retailers – something their business relies on.

**That completes our CX Measurement framework. But as you'll see on the framework itself, by the time stage four is complete, you'll want to go back to stage one and begin the next round of improvements.**

# What next

## Confession: The customer centricity quest is endless

You now know the steps to take to enhance every aspect of your customer experience – and if you follow this process, you'll be well on your way to becoming a truly customer-centric business.

But true customer centricity takes more. It takes a commitment to working through this CX improvement cycle again, and again.

### It needs to become part of your DNA.

Why? Because as products, services and technology evolve, customer behaviours change. And when behaviours change, expectations change. So, you need to be doing all you can to keep pace with those changes, before your competitors steal a march on you.

Once customer centricity is part of your DNA, it will impact how your business is run. You'll begin to put customer considerations at the heart of every business decision – even if it doesn't look like it will offer immediate financial rewards.

But providing you adhere to the steps outlined in this framework – understanding your customers, measuring the moments that matter, developing insight-based improvements and then implementing these through an effective governance framework – your business will always benefit in the long term.

## Over to you. Or us.

We hope this eBook has given you all you need to begin your customer centricity journey, and that our straightforward, fact-based framework and advice is easy to follow.

If you have the time, resource and commitment to build this CX improvement cycle into your organisation, our experience tells us that it will help you become more customer-centric.

But if, like many firms we work with, you'd prefer us to run you through at least one cycle of the framework to show you how it's done, we'd be happy to.

Our CX team can take care of everything for you. And we also have a CX Academy where we can train your team in leading and managing your customer experience improvement cycle – helping you to build the capability you need to successfully continue this after we've left.

Finally, if there's anything you don't understand within our CX measurement framework, or you'd like to find out more about our services, please get in touch – contact details are below.



# About Wavestone

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Wavestone is the trusted consulting partner for strategic transformations worldwide. With a worldwide presence, we stand by our clients in all regions as they develop solutions for an intensively competitive and fast-changing market. Becoming more resilient and agile in a sustainable way, as technology, digitalization, and generative AI reshape industries and business operations: this is the incredible challenge we take on every day by your side.

With our 360° portfolio of high-value consulting services, we seamlessly combine first-class sector expertise with a wide range of cross-industry capabilities. Our clients value us as an independent, critical voice with an outstanding track record and profound technological expertise. During strategic transformations, they place their trust in our consultants to reflect, analyze, and act at their side.

In the UK, we bring a team of experienced specialists from backgrounds in industry and consulting, across a range of sectors – with deep business advisory expertise in Financial Services and Life Science. In essence we are problem solvers who thrive on helping our clients to deliver customer focused transformation to harness the power of digital and modern technology.

## Contact us

To talk through anything related to CX, or for help with becoming customer-centric, please get in touch today.

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