




# ICX CUSTOMER EXPERIENCE MATRIX

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A photograph of a modern, open-plan office. The space features large windows on the right side, letting in natural light. Several wooden desks with white metal legs are arranged in the room. On the desks, there are computers, water bottles, and other office supplies. Potted plants are placed throughout the office, including a large one in the foreground and several smaller ones. The ceiling has exposed wooden beams and modern pendant lights. A dark sofa is visible in the background near the windows. The floor is a dark, polished material that reflects the light from the windows and lights.

"True CX means putting the customer at the center of our efforts and measuring impact not just in dollars and cents for your brand but truly in terms of how the customer is benefited. You can find so-called CX efforts everywhere, nowadays, but actual customer-centric decision-making is sadly hard to find."

**Augie Ray**



# A WORD FROM THE CHAIRMAN

**JOHN NGUMI**

Chairman, Board of Directors, ICX Kenya



## OUR CORE

Our core mandate as an Institute is to advocate and set industry standards in Customer Experience (CX) practice. Today, we live in a volatile, uncertain, complex and ambiguous environment where organizations must continuously align to their evolving customer needs if they want to remain profitable and in business. As such, CX must be at the core of every organization's strategy, systems and processes.

This calls for the need for thought leadership and capacity building so that ICX Members are empowered to lead the charge, raise service standards and ignite sustainable change in organization culture where customers are truly at the center of business practice.

**"Standards support our improvement and provide the guiding light that shines our path to the future."**



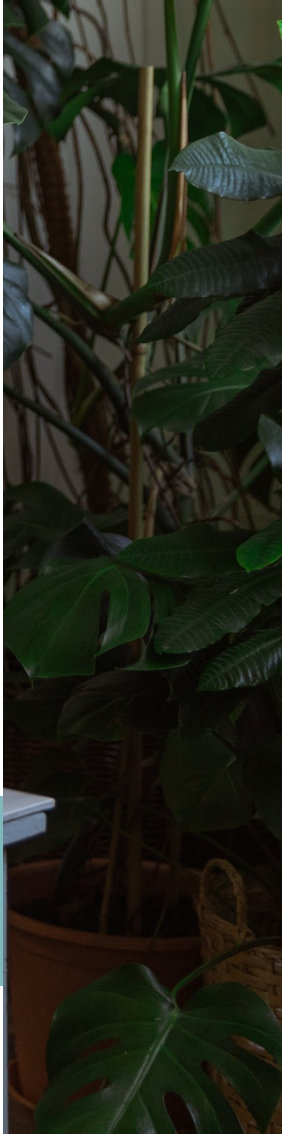
## BACKGROUND

Over the years, the Institute of Customer Experience (ICX) has organized for the Customer Service Week Innovation awards that were focused on celebrating organizations that showcased creativity and excellence during the global customer service week; commemorated in October.

Over time, there has been a need for a more comprehensive guide and measurement tool that incorporates CX best practices, strategy alignment, efficiency & effectiveness as well as customer inclusion. It is on this basis that ICX Kenya is happy to introduce this new CX audit framework that incorporates multiple and critical areas of service excellence.

This matrix has been designed for all organizations, regardless of their industry or sector, ICX member and all customer experience professionals. The matrix provides a standardized framework that organizations should use to evaluate their service strategy and implementation plan against best practice standards captured in the matrix.

The matrix will also be used to award organizations during the Service Excellence Awards in 2022.





# CUSTOMER EXPERIENCE MATRIX

This CX matrix has been designed as a standards and audit framework toolkit that will help organizations review their strategy, business processes, service chain and customer inclusion strategy. It will also be used to identify areas of opportunity for improved CX.



The matrix has been founded on three pillars as follows:

- **Customer Experience Fundamentals:** This pillar covers the core tenets of CX that include the following: Customer Experience Strategy, Turn-Around Time, Product/Service Alignment to Customer Needs, Complaint Resolution and Customer Communication Strategy.
- **Customer Experience Value Addition:** The focus of this pillar is to highlight, spotlight and evaluate how organizations meet their customer needs and add value to their internal and external customer experiences through technology, call/contact center as well as sustainable and responsive community based programs.
- **Customer Experience Week Innovation Awards:** This pillar evaluates the most creative, impactful and transformational customer engagement initiative during customer experience week. Customer Experience Week (CX Week) is celebrated every first week of October, with a focus on creating awareness on Customer Experience Excellence.





# ASSESSMENT CATEGORIES





# CUSTOMER

# EXPERIENCE

# FUNDAMENTALS

## CATEGORY A

### **Customer Experience Strategy**

A Customer Experience Strategy is a detailed, documented and approved plan of action capturing the long and short term goals associated with Customer Experience. This category will involve a review of the organization's Customer Experience Strategy and should capture clear objectives, targets and a monitoring and evaluation guide.

### **Turn-Around Time**

Speed of delivery is a critical aspect of Customer Experience and directly impacts how convenient an organization is perceived by its stakeholders. This category will assess an organization's value proposition/ promise to its customers and how they make it easy for customers to do business with them as well as operational efficiency.

### **Product/Service Aligned to Customer Needs**

Customer inclusion is key in achieving satisfaction, retention and loyalty. Organizations need to assess their product or service offering and the extent to which its target customers were included in the development process from ideation to launch. This category will look at the organizations efforts to create products and services that best meet customers' needs.

### **Complaint Resolution**

Customer Complaints are an opportunity to learn more about customers and to better serve them. Service recovery is an integral part of customer retention and business growth. This category involves an in-depth assessment of an organizations active complaint handling practice and its structured service recovery strategy.

### **Internal Customer Experience**

Internal Customer- the employees of the organization, impact the quality of product or service the external customer receives. This Category calls on organizations to strategically design in-depth comprehensive initiatives and strategies that create a conducive, exciting and engaging employee experience that yields internal customer satisfaction, retention and recognition.

### **Customer Relationship Driver**

Customer engagement should be deliberate and continuous for organizations that are customer centric and intend to maintain mutually beneficial partnerships with their customers. Through this category, organizations have the opportunity to design and implement a well-documented action plan for their engagement with external customers.

### **Customer Communication Strategy**

Even with the best product or service offering, an organization that does not effectively communicate with its customers is bound to lose. This category will review an organization's communication with their customers and feedback management across the various communication channels.

## CATEGORY B

# CUSTOMER EXPERIENCE VALUE ADDITION

### Use of Technology for Customer Experience

Technology can be a powerful accelerator of Customer Experience Excellence and this category will measure how organizations are using technology to effectively and actively enhance customer experience and satisfaction. It will also include a review of any self-care platforms, user experience and average system downtime.

### Best Contact Centre

A Contact Centre is the central point from which all customer interactions across multiple touchpoints are managed. How an organizations Contact Centre is run is an important contributor to customer engagement, complaint management & service recovery, customer satisfaction and retention. This category measures the best run Contact Center and will review various performance indicators.

### Community Responsiveness and Most Sustainable Initiatives

Customers are demanding that organizations become socially responsible and as such, it is critical that organizations have sustainable and socially transformative community based programs or projects that target their customers. This category will seek to review evidence of such projects as well as how innovative and impactful they are as compared to the budget allocated.

## CATEGORY C

This category will specifically review activities related to Customer Experience Week held and celebrated internationally every first week of October. Participating organizations with the most creative, impactful and transformational customer engagement initiative will be recognized and celebrated





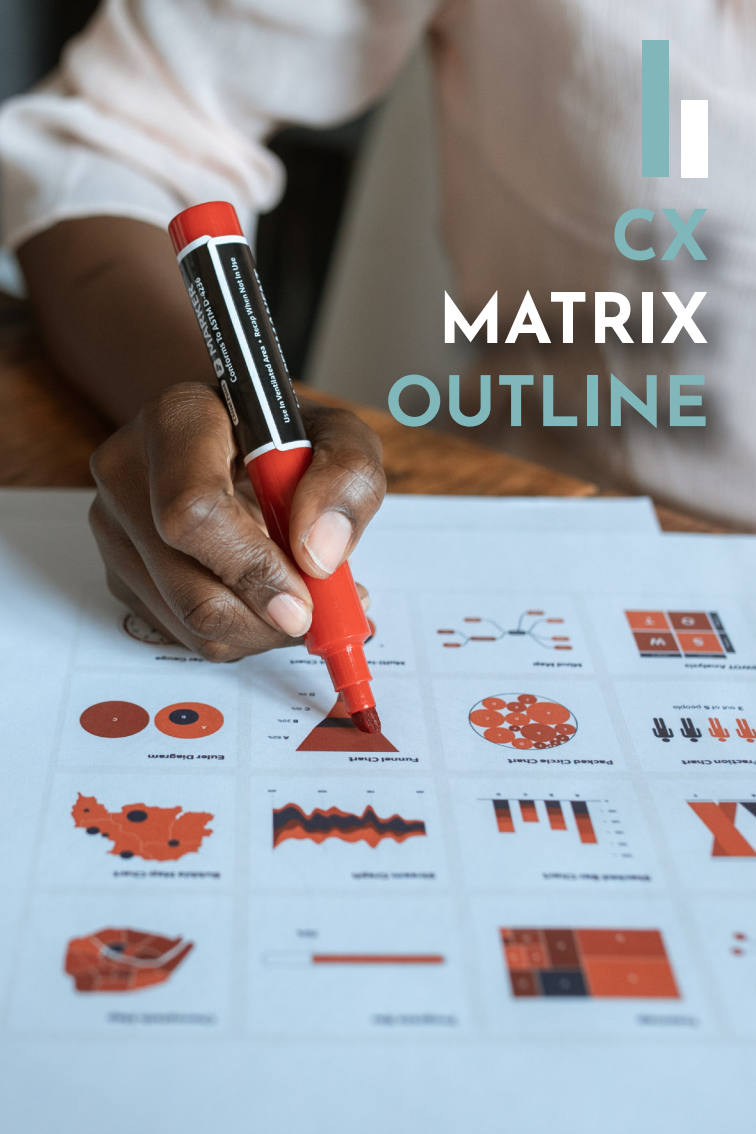
# ICX CUSTOMER EXPERIENCE MATRIX





CX

# MATRIX OUTLINE



| Category A Awards<br>Customer Experience Fundamentals                       | Description   | KPI's  |
|---|---|--|
| <b>Best CX Strategy</b>   | A detailed documented and approved CX strategy with clear objectives, targets and a monitoring and evaluation framework       | <p>An approved and documented CX Strategy and a linked integration with the overall corporate strategy</p> <p>A well documented, actively implemented Service Charter and outlined Customer promise</p> <p>A strategic action plan for external customer inclusion and engagement to boost customer satisfaction and retention</p> <p>A well documented and implemented internal customer engagement strategy with a monitoring and reporting framework</p> <p>A well documented service failure risk matrix, service recovery strategy with a corrective and preventive action plan</p> <p>A CX Monitoring and Evaluation Kit/ CX Audit Kit/ CX Measurement and/or Assessment toolkit in place</p>  |
| <b>Best in Turn-Around Time/Most seamless (includes internal processes)</b> | A comprehensive CX Operational Efficiency strategy with clear SLAs and Deliverables and a monitoring and evaluation framework | <p>A well documented, actively implemented Service Charter and outlined Customer promise</p> <p>A well documented, communicated and implemented internal service level agreement framework (SLA's)</p> <p>A well documented, communicated and implemented external SLA's structure for suppliers, partners and customers</p> <p>An implemented reporting system for the measurement and evaluation of internal SLA's and Turnaround time</p> <p>An implemented reporting system for the measurement of external SLA's and Turnaround time</p> <p>A well enumerated master document of actively implemented SOP's and process maps for operations and CX</p> <p>A well documented and implemented strategic action plan on ease of doing business</p> |
| <b>Best Product/Service Aligned To Customer Needs</b>                       |   | <p>A well documented customer profile listing register and existence of a customer journey map</p> <p>A cache of customer insights or market research reports derived from market study that is up to or less than three years old</p> <p>A comprehensive core product/service descriptor document outlining the actual product/service offering and benefit(s)</p> <p>A documented review report(s) of product/ service performance- 80% of product/service uptake amongst 80% of the target customers</p> <p>An assessment of product/service accessibility- Ease of access to the product/service, turn around time and process of onboarding</p>   |

| Category A Awards<br>Customer Experience Fundamentals | Description   | KPI's  |
|---|---|--|
| <b>Best Product/Service Aligned To Customer Needs</b> | Innovative and customer anchored products and services that are designed with customer centricity and aligned to customer needs | <p>A well documented customer feedback process and reports to outline customer experience with the product/service</p> <p>A register/listing of the value added benefits of the product/service for customer information and uptake</p> <p>An exposition of the product/service name- the creative application and how it resonates with the customers</p> <p>An analysis of the product/service packaging- it's level of appeal to the target customers</p>   |
| <b>Best in Complaint Resolution</b>                   | A comprehensive, well outlined and structured customer complaint handling framework, process and practice                       | <p>An active complaints handling Standard Operating Procedure with a detailed step by step guide on complaint handling and resolution</p> <p>A well documented service recovery strategy with a corrective and preventive action plan</p> <p>An implementation framework for action plans taken from root cause, SOP's developed/processes reviewed to address root causes</p> <p>A monitoring and evaluation report on complaint resolution assesment inclusive of % of resolved complaints versus complaints received</p> <p>A comprehensive complaint Turn Around Time assessment resport indicating peformance against set targets</p> |
| <b>Best Internal Customer Experience</b>              | Indepth comprehensive internal customer satisfaction, retention and recognition strategies and implementation plans             | <p>An actively implemented internal CX excellence strategy and implementation action plan</p> <p>A listing of well documented and implemented internal service charters &amp; SLA's</p> <p>A training needs analysis and active ongoing CX Capacity building plan for CX staff</p> <p>A training needs analysis and active ongoing CX Capacity building plan for other staff (Non CX Staff)</p> <p>An Internal Customer satisfaction measurement, reporting and corrective action format</p>   |
| <b>Best Customer Relationship Driver</b>              | Continous customer engagement strategy and maintenance of mutually beneficial customer relationships                            | <p>A well documented, actively implemented Service Charter and/or outlined Customer promise</p> <p>A well documented customer profile listing register and existence of a customer journey map</p> <p>A strategic action plan and strategic initiatives for external customer inclusion and engagement to boost satisfaction and retention</p>   |



| Category A Awards<br>Customer Experience Fundamentals | Description  | KPI's   |
|---|--|---|
| <b>Best Customer Relationship Driver</b>              | Continuous customer engagement strategy and maintenance of mutually beneficial customer relationships                  | <p>An analysis of the customer Loyalty Rate using VoC tools including NPS Score/ Customer Loyalty Index/ Customer Churn Rate/ CES/CSAT/Any other VoC channel</p> <p>An evaluation trend of the customer satisfaction score, trends and outcomes</p> <p>An active implementation plan on service improvement from the outcomes of the Voice of the Customer Survey report</p>  |
| <b>Best Customer Communication Strategy</b>           | A comprehensive customer communication strategy, with effective customer inward and outbound communication undertaking | <p>A well documented, outlined and actively implemented customer communication strategy, including objectives and strategies.</p> <p>A well researched customer communication content development implementation plan with effective messaging</p> <p>A measurement index of the effectiveness of customer communication on customer feedback channels</p> <p>A measurement index of customer communication and engagement on social media channels</p> |

| Category B:<br>Customer Experience Value Addition | Description  | KPI's  |
|---|--|--|
| <b>Best Use of Technology For CX</b>              | Use of technology and digital initiatives to actively enhance customer experience and satisfaction | <p>An active customer digital self care platform with ease of user experience</p> <p>A register of recorded user experience turn around time measurements including task accomplishment times</p> <p>A monitoring and analysis report on task success rate - internally (staff) operated tasks</p> <p>A monitoring and analysis report on task success rate - externally (customer) operated tasks</p> <p>A scheduled report on system availability, downtime rate and customer alerts/communication</p> |

| Category B:<br>Customer Experience Value Addition                  | Description  | KPI's  |
|--|--|--|
| <b>Best Contact Center</b>   | A well run, highly functional contact center, with a clear strategy, delivery action plans and a monitoring and evaluation framework | <p>A well documented and actively implemented Contact Center strategy and implementation action plan</p> <p>A cache of trend analysis reports on first-call resolution rate on the contact center channel</p> <p>A cache of trend analysis reports on the service levels/speed of response on the contact center channel</p> <p>A cache of trend analysis reports on the quality of responses to customer issues raised on the contact center channel</p> <p>A cache of trend analysis reports on the customer ticket/issue abandon rate/customer drop off rate on the contact center channel</p> <p>A cache of trend analysis reports on the average customer ticket/issue handling rate on the contact center channel</p> <p>A training needs analysis and active ongoing CX Capacity building plan for contact center staff</p> |
| <b>Community Responsiveness &amp; Most sustainable Initiatives</b> | Use of technology and digital initiatives to actively enhance customer experience and satisfaction                                   | <p>A well documented and actively implemented community centered CX sustainability strategy and implementation action plan</p> <p>A social and developmental impact, and community response measurement enumeration report</p> <p>A itemised demonstration of impact vs cost investment to establish efficiencies</p>  |

| Category C                      | Description   | KPI's   |
|---------------------------------|---|---|
| <b>CX Week Innovation Award</b> | Most creative, impactful, sustainable and transformational customer engagement activity | <p>Demonstration of CX creativity and innovation</p> <p>Exhibition of sustainable customer engagements</p> <p>Establishment of impactful and value adding outcomes</p> <p>Achievement of holistic customer engagement</p> |



"If your standards are low, you're going to stop pretty early on in the process"

**Aimee Mann**

# CX AWARDS FAQs

## 1. What is the ICX CX Matrix all about?

It is a standards and audit framework toolkit that has been designed to help organizations review their strategy, business processes, service chain and customer inclusion strategy against best practice.

The matrix will also be used as an assessment tool for the Service Excellence Awards in 2022.

## 2. What will be the next steps now that the CX Matrix has been launched?

ICX will conduct an orientation and capacity building workshops to sensitize interested stakeholders on the tool, the process and the service excellence awards.

## 3. What are the CX awards all about?

The CX Awards have been set up to recognize and award the best performing organizations in different categories as outlined in the ICX CX Matrix.

## 4. Who is eligible for the CX Awards?

All corporate and active members of ICX are eligible to register their organizations for these awards.

## 5. What are the entry requirements for the awards?

Organizations wishing to participate should send in their entries to ICX by July 31st 2022.

All entries should include input and outcomes implemented and achieved within the calendar year July 2021-June 2022. Assessments will be carried out over a scheduled period to enable a comprehensive audit process and the winners announced during the award ceremony in October 2022.

## 6. When will the next award ceremony be?

The award ceremony is scheduled for October 2022.

## 7. Can we take part in the awards if we don't have a Customer Experience department?

Yes, Customer experience goes beyond the existence of a department. It is based on the organization's commitment and strategy towards excellent customer experience. As long there is existence of demonstrable CX strategy, process, structures and initiatives, the organization is eligible to participate.

## 8. Will different industries be measured together?

Yes, the matrix is generic and not industry based. The elements and pillars of CX excellence are best practice standards irrespective of industry or sector.

## 9. What will happen if we are the only award entry in our industry?

The organization will be evaluated using the CX matrix audit tool and the outcomes of the assessment collated. If the organization meets the defined winner's scoring ceiling, then the award will be presented. Organizations that participate but do not achieve the set ranking for winning will be awarded a certificate of participation.

## 10. Will we know who else is taking part in the awards and in what categories?

Individual organizations will send in their applications for the categories they would like to participate in directly to the ICX Service Excellence Awards Secretariat and as such there will be no public visibility of the entrants. However, all entries will be acknowledged at the Awards ceremony, ahead of the announcement of the winners.



**11. Who will evaluate us once we have submitted entries?**

The ICX Service Excellence Awards Secretariat will provide a team of qualified and ICX authorized CX auditors who will conduct the assessments using the approved methodology

**12. Will we be notified on when auditors will come?**

Yes, advance meetings will be set up within the audit period and notification will be provided.

**13. How long will the auditors take to carry out their audit?**

This will be dependent on the number of entries (categories) that an organization has entered. It is estimated that the audits would take a maximum period of one week.

**14. How can we be sure that the information we give to the auditors will remain confidential?**

All the ICX CX auditors will be bound to strict confidentiality and will sign a confidentiality agreement issued by ICX. ICX will further sign NDAs with the specific organizations and all information shared with the judges will only be for purposes of verification of audits.

**15. Will other touch points be measured in addition to the Contact Centre?**

Yes. Based on the category that the organization has submitted their entry for, the touchpoints that are linked directly or indirectly to the entry requirements will be audited. The measurements are designed to evaluate the category matrix.

**16. Will B to B Customer Experience be measured separately?**

No, but it will be included in the overall measurement of CX strategy, best customer product/service alignment and best relationship.

**17. Will the judging criteria and reports be available to participants?**

Yes. The applicants will be expected to liaise with the ICX secretariat for the terms and conditions for report availability and presentation.

**18. Will the winners of the various awards be allocated opportunity to share their stories with the industry?**


Yes, both at the award ceremony and post the awards. The awards are also aimed at providing a platform for peer learning amongst organizations and practitioners.

**19. Will we receive certificates for the CX Awards training?**

As this is an awareness training to help interested stakeholders effectively understand and use the matrix and reporting tool to prepare for the ICX awards, no certificates will be presented.

**20. Who do we talk to if we have more questions or need clarification?**

For more information on the ICX CX Matrix, Evaluation Tool and Service Excellence Awards, kindly liaise with the ICX secretariat on 0754 854 565



ICX Kenya is a professional body for Customer Service in Kenya comprising of both corporate and individual members with an interest in developing themselves, delivering customer service best practice and entrenching a culture of Service Excellence.

It seeks to be the authoritative voice of Customer Service and a benchmark for individuals and organizations that wish to deliver world class service customer experiences.

ICX Kenya's objectives are anchored on four key pillars: Thought Leadership, Membership Development, Advocacy; and Recognition & Awards. ICX Kenya's objectives are to:

**Provide** a forum through which Customer Service professionalism is recognized and promoted;

**Provide** networking and learning and development opportunities through which ideas to promote and improve quality of service are exchanged; and

**Recognize**, promote and celebrate the success of organizations and individuals who achieve customer service excellence.

For more information about how to join as a member or participate in any ICX event, please reach us through our contacts



Institute Of Customer Experience Kenya



ICX Kenya



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