



# State of the Customer Experience

2023 Report





# Executive Summary

You get a unique vantage point on customer experience (CX) when you orchestrate over 12 billion customer journey interactions and support over 710 million wireless subscribers a year. At CSG, we reviewed usage data from our solutions and compiled thought leadership to identify **four major trends**. These trends will drive consumer behaviors and CX business decisions over the next year.

Businesses are transforming their CX, but they're struggling with the initial steps. At the same time, they're finding room in their digital-first plans to accommodate non-digital experiences customers want and data security practices they expect. All of this is culminating toward the ultimate digital marketplace—the metaverse—and what businesses will need to do in order to provide seamless experiences and **to protect and drive revenues**. On top of that, we'll share the **five most important CX enhancements** businesses made in 2022.

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## TREND 1

# Businesses Reorganize to Reinvigorate CX

Finally, everyone agrees.

The C-suite and senior leaders across the business are aligned on this idea: customer experience is integral to the success of the business. They also agree that new CX initiatives are necessary—to keep up with rising customer expectations, to reduce costs and to drive revenue.

**Unifying behind CX has transformed businesses from the top down.** Enterprise-wide strategic plans, new chief experience officer (CXO) roles and CX teams, and growing budgets (despite budget cuts elsewhere and a looming recession) are hallmarks of the business embarking on CX transformation.

How well is this CX transformation going for most businesses? That's where it gets interesting.

Among the most important changes is technology, which can make or break any organizational transformation. A recent EY-Oxford survey found that **48% of senior leaders** in high-performing transformations said their organizations invested in the right technologies to achieve their vision. As for respondents in low-performing transformations, that number was only 33%.<sup>1</sup>

<sup>1</sup> "Why Chief Marketing Officers should be central to every transformation," EY, Pierre Beaufils, Janet Balis



# Where are businesses making technological changes for CX?

According to a survey of 480+ CX leaders conducted by Forrester Consulting in September 2022 and commissioned by CSG, **60% of respondents** said their organizations have invested in a customer engagement solution (CES) in response to changing customer expectations and behaviors.<sup>2</sup> A CES can be a platform that manages an enterprise's communications with customers, like running email marketing campaigns, collecting customer feedback or engaging customers over web chat. These can be point solutions that handle a single digital channel, or more comprehensive platforms that orchestrate interactions across numerous channels.

Among the respondents employing a CES, 70% said they were using customer relationship management (CRM) software as their CES. CRM systems simply store customer data, including contact/demographic information, purchase records, customer service tickets, and details of consumed products and services. **However, journey orchestration platforms, which are purpose-built to deliver data-driven customer interactions, are seeing increased adoption** (employed by 41% of respondents using a CES) as leaders recognize the need for more comprehensive, automated CX tools. This is in line what CSG saw in 2022—with a **21% increase** in the number of businesses leveraging customer engagement solutions for customer journey orchestration.

# 12.3B

**JOURNEY INTERACTIONS  
PROVIDED BY CSG IN 2022**

CRM systems, when relied upon for customer engagement, leave **critical gaps** in how they leverage customer data or customer interactions across touchpoints, among other limitations. Journey orchestration systems can support their CRM systems to cover those gaps.

<sup>2</sup> "Customer Engagement Solutions Drive Transformational CX and EX Outcomes," Forrester Consulting, commissioned by CSG

**BUSINESSES ARE SENDING  
AND RECEIVING MORE DIGITAL  
COMMUNICATIONS**

**DIGITAL CHANNEL  
COMMUNICATIONS SENT  
THROUGH CSG (VIA SMS/MMS,  
VOICE, PUSH NOTIFICATIONS AND  
OTHER CHANNELS) INCREASED  
15.6% YEAR-OVER-YEAR IN 2022.**



# AI gains momentum

For years, businesses have eyed artificial intelligence (AI) to help streamline various functions that influence CX, from direct customer support on the frontline to process automation in the back office. Some deployed AI-powered solutions with mixed results depending on the platform. Others took a wait-and-see approach. In 2022, however, AI capabilities matured and took off: the average number of AI capabilities organizations used **had nearly doubled** from 1.9 in 2019 to 3.8 in 2022, according to McKinsey.<sup>3</sup> The most common types of AI businesses had embedded in their operations were robotic process automation, computer vision and natural language text understanding.

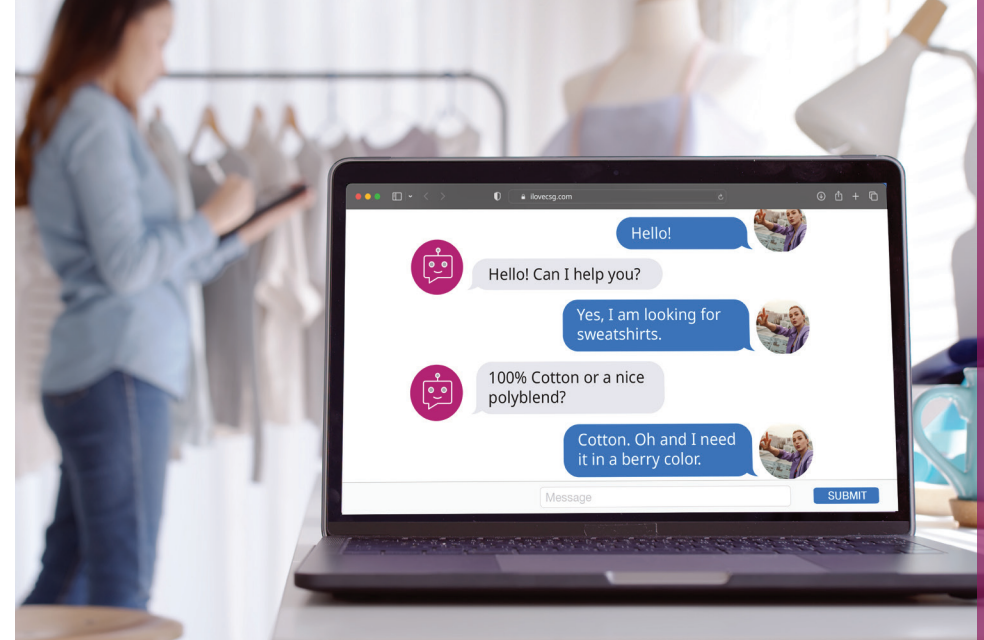
AI adoption will only accelerate from here. Global market intelligence firm IDC predicts that by 2026, B2B companies will use AI interactions and analytics to personalize and help automate customer engagement, eliminating **40% of human touchpoints** in marketing and sales.<sup>4</sup>

Businesses are showing confidence in AI as they use it to handle more and more customer interactions. For example, the **communication volume on CSG's Conversational AI solution grew 4x in 2022**.

In November 2022, the AI game changed again with the release of ChatGPT, which represents a leap forward in generative AI technology.

**BY 2023, 1 IN 4 GLOBAL BANKS WILL USE AI-BASED SENTIMENT ANALYSIS TO IMPROVE CX.**

— "IDC FUTUREScape: WORLDWIDE FUTURE OF CUSTOMER AND CONSUMER 2022 PREDICTIONS"



Developed by OpenAI, ChatGPT is a chatbot driven by large language model (LLM) AI, which draws from an unprecedented breadth of language and datasets to write code, draft reports (*disclaimer: not this one*) and carry on conversations on demand. Leaders are looking to ChatGPT and other LLM-based AI as a cost-saving efficiency engine in various processes across their enterprise. The technology is sophisticated enough that leaders would put their businesses at a disadvantage to dismiss its potential, but when it comes to handling customer interactions, **LLMs are not yet ready for showtime**.

Throughout 2023, we expect business leaders to assess the risks, limitations and possibilities of LLMs. In leveraging them, they will start slow with limited use cases they can easily fact-check (like producing content or code). Then they will ramp up to create more efficiencies across the enterprise once they've expanded their understanding of LLMs.

<sup>3</sup> "The state of AI in 2022—and a half decade in review," McKinsey & Co.

<sup>4</sup> IDC, "IDC FutureScape: Worldwide Future of Customer and Consumer 2022 Predictions" Doc #US48297321, October 2021



## Leadership roles restructure to prioritize CX

The shifting focus to experiences means CX leaders will bear more influence over the success of the business than in the past. The CXO will oversee the full spectrum of customer lifecycle activities, including those traditionally held by chief marketing officers (CMOs).

In 2023's economic climate, businesses need to ensure their investments are driving revenue and retaining customers. As part of this, brand awareness and demand generation will no longer be seen as strictly marketing activities but executed in alignment with the broader CX vision. Marketing will become a spoke in the CX wheel. This isn't to say the CMO role will shrink. Quite the opposite—**CMOs will see their scope broaden**. They can influence CX improvements when the organization applies them to the entire customer lifecycle—not just the traditional demand generation efforts.





In 2023, organizations across industries will rethink the organization and ownership of the experience. As businesses reorganize to put the customer at the center of operations, they will soon realize (as some have) that the role of CMO needs to be elevated and expanded.

They will realize that **experience is vaster and more holistic than marketing**, as the very personification of the brand. **As a result, the role will need to grow accordingly**—with oversight over the touch and feel of the brand as well as the customer and employee journey. Keep an eye out for a wave of CMOs moving into CXO roles in the coming year.



**Mark Smith**

SVP

Customer Experience

CSG

# Struggling to start, businesses go back to basics

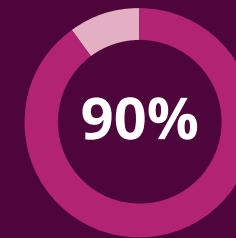
Businesses don't just need minor adjustments to deliver competitive experiences. They require full-scale CX transformations, from the way they leverage customer data to the journeys they orchestrate. Not just at the touchpoints where customers convert, but across the entire customer lifecycle to reinforce brand loyalty.

The urgency behind the CX overhaul has convinced businesses they need to launch large-scale CX programs as quickly as possible. However, in trying to go too big, too fast, businesses are struggling to define the **essentials of a CX program**:

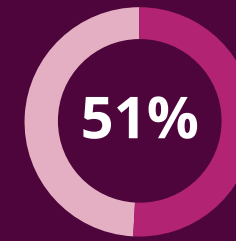
- **The strategy**
- **The business case**
- **The appropriate budget**
- **Who will lead**
- **Where to start**
- **What problems to fix**
- **The business goals to be achieved**

These details are where the organizational alignment is breaking down, leaving CX initiatives stuck at the starting point.

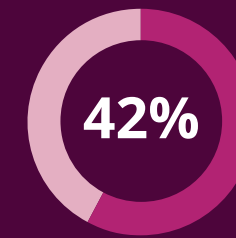
According to the [2022 Forrester Research survey](#) commissioned by CSG, organizations have identified challenges in kickstarting CX programs:



**90%** of CX leaders admit they find it challenging to know where to start on improving customer journeys and experiences



**51%** don't have a strategy because they find it difficult to understand and navigate



**42%** don't know where to start to improve customer journeys<sup>5</sup>

<sup>5</sup> "Customer Engagement Solutions Drive Transformational CX and EX Outcomes," Forrester Consulting, commissioned by CSG



## Businesses get unstuck by establishing foundational strategies

Businesses that lack the capabilities for delivering predictive and personalized experiences will proceed in measured steps, proving out these capabilities in smaller projects. They'll endeavor to improve one journey at a time instead of betting on a big-bang CX transformation approach that's rife with risk amid economic uncertainty.

This also means businesses will have to decide which journeys to relaunch first. Given the current economic climate (heightened interest rates and inflation), businesses will prioritize loyalty- and retention-focused journeys, which will be key to improving customer satisfaction to gain and retain market share.

Businesses will get unstuck by establishing foundational CX strategies. They will also reduce the scope of their CX initiatives—at least initially—to get these key capabilities right:



**Creating comprehensive and unified customer profiles**



**Harnessing customer data to understand the context of their behaviors**



**Predicting customers' future needs and delivering proactive experiences in response to them**

## TREND 2

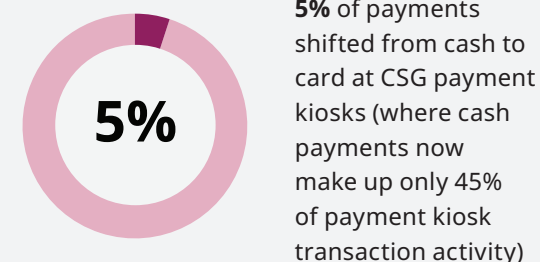
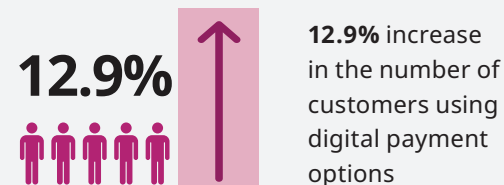
# Embracing Non-Digital Interactions Amid Digital Transformation

Every organization knows that in order to succeed, they must be easy to do business with. It's the basic principle at the heart of digital transformation, which businesses have been undergoing in various speeds and degrees for a decade now.

**CSG HAS HELPED OVER 1,000 BUSINESSES WORLDWIDE WITH THEIR TRANSITION TO DIGITAL-FIRST OPERATIONS. AS PART OF THAT, WE SUPPORT OVER 710 MILLION WIRELESS SUBSCRIBERS WITH REVENUE MANAGEMENT, POLICY CONTROL AND CHARGING, CONFIGURE PRICE QUOTE (CPQ) AND NETWORK MESSAGING SERVICES.**

### How Digital Payment Behaviors Changed in 2022

Consumer adoption of digital payment channels keeps growing. In 2022, we saw these trends in our digital payment solutions:



# The digital transformation isn't digital-only

Businesses continue facing challenges as they move away from their legacy systems. Not only are they trying to migrate their operations to a digital-first approach, but they're also coaxing a large portion of their customers to adopt digital methods. As it stands, a surprising percentage of customers still prefer manual processes, check payments, paper statements and customer support from live agents.

In a [2022 consumer survey](#), we found:

- **26% preferred getting paper statements** in the mail to setting up autopay online for their bills
- **36% would rather wait on hold** to speak to a human agent when they have an issue than use an AI-powered virtual assistant to self-serve<sup>6</sup>

Businesses neglect the quality of non-digital experiences at their own risk. As a result, businesses are performing a digital transition balancing act.



<sup>6</sup> "Would You Rather: A Digital Experiences Survey," CSG



## PRINT COMMUNICATION CONTINUES TO THRIVE

IN 2022, CSG GENERATED 790M PRINTED DOCUMENTS FOR OUR CUSTOMERS—CONSISTENT WITH PREVIOUS YEARS—IN TELECOMMUNICATIONS, HOME SECURITY, INSURANCE, TOLLING AND TRANSPORTATION, GOVERNMENT, FINANCIAL SERVICES, UTILITIES AND OTHER INDUSTRIES.



## Hybridization of digital transformation

Meanwhile, we're amid a pendulum swing toward rebounding demand for traditional experiences, or non-digital interactions such as reading print documents or shopping in brick-and-mortar stores. IDC predicted that, by 2023, **60% of leading organizations** would try to recreate physical experiences to differentiate themselves and counter digital fatigue among consumers.<sup>7</sup> The sentiment of **consumers' desire for hybrid experiences** is captured by Carl Honoré, author of the bestseller "In Praise of Slow:"

"Even before the pandemic hit, people were saying there's aspects coming out of digital that were useful, but we didn't want to throw the baby out with the bathwater. ... People were saying, 'Yes, I want my broadband to get faster, but I do still want to have dinner with my family.'"<sup>8</sup>

In short, businesses are seeing that digital transformation shouldn't mean digital domination when it comes to customer experiences. **Even digital transformation frontrunners are accounting for consumers' desire for human interaction.** **Amazon Fresh**, which pioneered cashier-less "just walk out" payment models in their store, have recently added manned cash registers in London stores to give customers the traditional option for checking out.

<sup>7</sup> IDC, "IDC FutureScape: Worldwide Future of Customer and Consumer 2022 Predictions" Doc #US48297321, October 2021

<sup>8</sup> "Why the Future Is Analog," The Walrus



## Hitting the sweet spot with hybrid experiences

Some traditional experiences are irreplaceable in the digital realm. Yet they can still be enhanced by digital tech. One example is augmented reality (AR) being used in customer support calls: a customer uses their phone camera to show the contact center agent what they're looking at, enabling the agent to troubleshoot a product issue more quickly. The human interaction is preserved yet made more satisfying for customer and employee alike thanks to digital tools.

Sporting events are another example of experiences that can be enhanced, but not replaced. A CSG survey found that **66% of consumers** would rather watch their favorite sports team play in person and receive exclusive offers on their phone, as opposed to watching their team play in the metaverse (where they can interact virtually with players, fans and friends in real time).<sup>9</sup>

Businesses that have been undergoing digital transformation for a decade-plus are finding they still can't overlook the quality of their non-digital experiences if they want to retain as many customers as possible. They'll need to continue digitalizing the operations and experiences that should be digital, and in a way that allows them to focus on the high-value personal interactions their customers desire. **The hybrid experience balancing act will continue as businesses forge ahead on digital transformation, bringing as many loyal customers as they can with them along the journey.**

<sup>9</sup> "Would You Rather: A Digital Experiences Survey," CSG



IMPROVING SECURITY (FRAUD, MANAGEMENT ENCRYPTION) JUMPED TO THE TOP OF THE LIST OF ONLINE INITIATIVES, WITH A SIGNIFICANT 42% OF RETAILERS INCLUDING IT ON THEIR LIST OF PRIORITIES.<sup>10</sup>

**"THE STATE OF RETAIL PAYMENTS IN 2022"**  
FROM FORRESTER RESEARCH, INC.,  
SEPTEMBER 2022

### TREND 3

## Security and Compliance Are Vital to CX Success

As businesses transform to deliver digital-first experiences, cybersecurity and compliance will remain—if not increase—as a major focal point.

How can businesses strengthen information security while providing seamless customer experiences? Can the two priorities coexist? They can, but companies will be challenged with maintaining the customers' experience while adding extensive security measures on the back end.

Many businesses are prioritizing building customer trust, as it's a common thread between CX and security. Even aside from their risk management interest in maintaining security, businesses have a revenue motivation to maintain trustworthy practices. A Deloitte study found that "trustworthy companies" outperform competitors by **up to four times**, and that 88% of customers who highly trust a brand have bought from it again.<sup>11</sup> **This realization has culminated in the rise of a new organizational role—chief trust officer (CTrO).**

<sup>10</sup> "The State of Retail Payments in 2022," Forrester Research, Inc.

<sup>11</sup> "A New Measure of Trust for Consumer Industries," Deloitte Digital



Cybersecurity is a colossal issue, and it's only getting bigger—fraudsters are only getting more sophisticated.

In 2023, we are bound to see increased consumer awareness and fear of cyberattacks, and businesses will need to have meaningful conversations about the protection of data in an increasingly digital world. However, it can't slow a steaming train. Concerns around cybersecurity will not slow the pace of digital innovation and progress toward immersive platforms like the metaverse.



**Haifa El Ashkar**  
Executive Director  
Corporate Strategy  
CSG

One of the major CX-facing initiatives that the CTrO must tackle (in collaboration between information security and experience teams) is smoothing out the customer authentication process. IDC predicts that by 2024, organizations will be forced to **revamp customer authentication** to reduce friction—to the degree it can recognize and authenticate customers within seconds.<sup>12</sup> Frictionless authentication will be especially difficult for businesses to provide, seeing that customers use multiple devices concurrently for a single experience.

Initiatives like these will be the hallmark of the trust organization. The CTrO and their new counterpart in experience—the CXO—will work in tandem to **understand the big-picture strategy around trust**, addressing customers' rising expectations and tightening regulatory obligations.

<sup>12</sup> IDC, "IDC FutureScape: Worldwide Future of Customer and Consumer 2022 Predictions," Doc #US48297321, October 2021



## TREND 4

# Lay the Metaverse Foundation Now

While true metaverse use cases are years away from fruition, businesses are nonetheless laying the technological and organizational groundwork to participate in them. Gartner® predicts that by 2026, **30% of companies** will have metaverse-ready products and services.<sup>13</sup> They can create virtual storefronts that consumers can browse as if they were physical spaces. They can run VR theme parks and live entertainment consumers can experience from the comfort of their homes (a leap forward in accessibility). They can train workers in manufacturing or skilled trades without the safety risks or the physical resources.

These new business models won't become a reality, however, until businesses have the right IT infrastructure to support them.

Realizing the work to be done (and in less-than-ideal economic conditions), many businesses are adjusting their timelines for the metaverse. Even its flagbearer, Meta, has shifted resources away from metaverse projects to generative AI. The seamless digital experiences that consumers increasingly demand, however, still dovetail toward the metaverse, and forward-thinking businesses are still preparing for it in various ways.

<sup>13</sup> Gartner Maverick\* Research: Metaverses Will Be the Place With Empathy, July 2022  
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“ AS THE METAVERSE OPPORTUNITY MATURES, ENABLERS WILL REALIZE THAT THEY ARE MISSING THE CENTRAL PIECE OF THE PROJECT: THE BUSINESS SUPPORT SYSTEMS (BSS). THESE ARE CRITICAL IT SYSTEMS THAT MAKE UP THE STANDARDS AND BASE ON WHICH BUSINESSES CAN SET UP AND INTERACT IN THE METAVERSE. ”

— HAIFA EL ASHKAR  
EXECUTIVE DIRECTOR  
CORPORATE STRATEGY  
CSG



“EVEN IF THEY JOIN IN METaverse COMMERCE AFTER 2023, THIS YEAR BUSINESSES WILL LAY THE FOUNDATION FOR IT ON THE PAYMENTS SIDE BY ADDING OR EXPANDING THE ABILITY TO ACCEPT DIGITAL WALLET PAYMENTS.”



— JEFF KUMP  
PRESIDENT  
CSG FORTE



### **The metaverse experience needs to be designed with the customer**

**in mind.** Businesses that would participate in metaverse environments need to be able to provide omnichannel customer communications. Seamless interactions with customers using voice, chat, SMS and other channels will be must-have capabilities to make metaverse experiences immersive.

Then there's the question of commerce: how will customers make purchases in metaverse environments? Living, working and playing in this virtual reality will usher in the ultimate digital marketplace that excludes any payments by cash, check or plastic. **Businesses need to be set up to accept digital wallet payments in those immersive experiences.**

The metaverse is a potentially huge revenue stream; McKinsey & Co. found that **79% of consumers** active on the metaverse have made a purchase (even in these early iterations of it).<sup>14</sup> The firm also predicts over \$5 trillion will be spent each year in the metaverse by 2030 (that's more than Japan's present-day GDP).

So this year, businesses are gearing up now to be metaverse-ready: for communications service providers (CSPs), it's ensuring they have a BSS that can support the interoperable network functions of digital marketplaces. For other businesses that would deliver experiences in the metaverse, it's shoring up their capabilities to support digital experiences and digital payments. These are capabilities that drive business growth and customer retention in the here and now, even as the true metaverse remains a ways away.

<sup>14</sup> "Value Creation in the Metaverse," McKinsey & Co.



## Top 5 CX Challenges in 2022

Nearly every business leader surveyed (98%) said their organization **has experienced the consequences of poor CX**, according to a 2022 study conducted by Forrester Consulting commissioned by CSG.<sup>15</sup> Clearly, businesses have universally contended with CX challenges in the past year. Here were the top priorities CSG customers sought to tackle in 2022.

<sup>15</sup> "Customer Engagement Solutions Drive Transformational CX and EX Outcomes," Forrester Consulting, commissioned by CSG

### **Delivering contextually relevant, proactive experiences across channels.**

As competition for customers' attention intensifies, businesses set out to improve the personalization and timing of notifications. This also required a greater understanding of customer journeys, so they needed to track more customer touchpoints—not just website interactions and text or email, but also billing portals, payment kiosks, print and mail, contact centers and more. Lacking insights from those touchpoints limited what businesses could understand about each customer's situation, and hence their ability to make interactions contextually relevant.

### **Employing an omnichannel approach to CX that doesn't overwhelm the customer.**

In other words, businesses needed to figure out how to engage the customer not in every channel, but in the right channel—and whichever one it was at a given moment.

A photograph of two young women standing outdoors, looking at a smartphone together. The woman on the left has dark curly hair and is wearing a patterned jacket. The woman on the right has blonde hair and is wearing a red sweater under a tan jacket. They are both smiling. The background is bright and out of focus, suggesting a sunny day.

## More Top CX Challenges in 2022

**Proving the business case for CX programs.** The board-level pressure on CX programs to show value was already mounting in 2022. CX leaders were tasked with identifying the specific journeys to improve first and the projected ROI for each program.

**Providing customers easy and secure payment options.** It's simple: make it easier for customers to pay you, and you improve customer satisfaction and raise revenue simultaneously. Businesses have been taking a closer look at payment experiences, particularly how to make them frictionless wherever possible. Complicating this challenge, however, is that businesses can't compromise on payment security in the name of payment convenience.

**Onboarding customers quickly with a personalized experience.** To reinforce customer loyalty from the get-go, businesses prioritized nailing the first impression with new users. This has meant connecting customers with new services easily and educating them on their use.

How did businesses address these challenges?

# Top 5 CX Enhancements in 2022

Across the spectrum of customer data within CSG's solutions, here are the top five CX enhancements our customers made last year.

## 1 Real-Time Contextual Notifications & Personalized Engagements

Every brand is vying for consumers' attention. The key to getting consumers to convert on offers, schedule appointments, or perform other desired actions is a relevant, well-timed notification on their phone.

### What this is

Businesses are connecting their digital engagement channels (SMS, email, mobile apps, etc.) to a journey orchestration solution. Customer journey orchestration acts as air-traffic controller to automate the delivery of notifications based on contextual customer data. With this approach, businesses send out personalized notifications that reach each customer at the ideal moment.

### What this does

By pairing real-time interactive messaging with contextual behaviors through journey activation, businesses are driving increased customer action. We've seen a **111% increase in email engagement**, **336% lift in upsell success**, and **887% ROI on a journey project**.

Notifications could be easily dismissed as transactional interactions, but there's an opportunity to turn a transactional communication into revenue generating engagement, creating more loyal customers and true advocates for the brand. According to a McKinsey & Co. survey, **78% of consumers** said they were more likely to make repeat purchases from a brand that personalized their communications.<sup>16</sup> **By creating more personalized communications that reach customers on their preferred channels, businesses can demonstrate they truly know what each customer needs in their relationship with the brand.**

<sup>16</sup> "The Value of Getting Personalization Right—or Wrong—Is Multiplying," McKinsey & Co.





## 2 Customer Journey Management

To ensure customers have great experiences at every step of the journey, businesses can't have blind spots. These are touchpoints where businesses can't track the behavioral data, or data silos where customers seem to disappear if they interact with a different part of the brand.

### What this is

Businesses are deploying customer journey management solutions that combine:

- A real-time customer data platform (CDP) or a feature-rich data management layer to consolidate customer data
- Intelligent decisioning to determine the right treatment, channel and timing to deliver to each customer
- Journey analytics to monitor customer journey flows

With these components (ideally contained in the same platform), businesses can eliminate their customer data silos and deliver omnichannel experiences with precision—and not overwhelm customers by trying to connect on every channel.

### What this does

The CDP allows the business to create a single, comprehensive data profile for each customer that updates in real time. **This ensures the business doesn't miss an opportunity to reach the customer with a great offer, critical service message, etc.** With this refined, up-to-the-minute data, intelligent decisioning uses pre-defined rules to determine the best next action to orchestrate the customer journey. Journey analytics then monitors how customers are responding in each interaction and gives the business insights to help optimize the journey outcomes.

Combined, these solutions let businesses take once-siloed, static data and turn it into lived, personalized experiences that anticipate customer needs and deliver ROI quickly.

### 3 Pre-Built Customer Journeys

Businesses need help identifying what they should do to build a CX program and how to quickly get started. They're looking for a solution that's easy to deploy to make meaningful changes to CX and one that allows for real-time monitoring and optimization of these journeys.

#### What this is


Instead of building their journeys from scratch, businesses are leveraging libraries of industry-specific, pre-built journeys they can use as a starting point for the most important customer touchpoints. Examples could be test result delivery for healthcare, or mortgage loan application completion for financial services. The journeys also come with preconfigured integrations so businesses can connect them more easily to their existing tech stack.



#### What this does

The pre-built journey approach is enabling businesses to realize change in months (not years). **These journeys have industry best practices built in**, and businesses can adjust them to achieve increasingly better results in revenue and loyalty. A comprehensive library of pre-built journeys and pre-configured integrations can span the entire customer lifecycle, allowing businesses to deploy journeys that achieve these outcomes:

- Drive customer retention and brand loyalty
- Reduce customer churn
- Identify upsell/cross-sell opportunities
- Lower cost of service
- Achieve a higher customer lifetime value
- Provide top-of-the-line customer care

A hand holding a smartphone over a payment terminal in a kitchen setting. The phone screen shows a payment interface with a blue header and a circular icon. The terminal is white and blue. In the background, a person is cooking in a kitchen with various bowls and ingredients.

## 4 Embedded Payments Everywhere

Customers want seamless journeys, and that includes the purchasing experience. The challenge is to reduce the number of clicks, swipes and steps to make payments, and many businesses are getting creative on how to do it.

### What this is

Businesses are providing their customers with seamless digital payment options that are embedded in key parts of a customer journey. Integrated payments are removing the hurdles from the buying process, simplifying the path to purchase in various ways customers interact with a brand.

### What this does

In eCommerce, they're eliminating friction by embedding pay tools more smoothly in apps and websites. One example is Instagram, which links to the customer's bank so they can purchase an advertised product straight from their feed with a single swipe, tap or click.

**Friction-free, integrated payments will also transform in-person shopping.** Seeing more consumers return to physical locations, retailers are working to streamline the brick-and-mortar buying experience, like the "just walk out" cashier-less payment model.

Embedded payments, which feel like convenient novelties now, will be essential for commerce in the metaverse—where payments must be seamless like every other component of these immersive, digital environments.

## 5 Personalized Onboarding & Digital Customer Service

With the focus shifting from customer acquisition to customer retention, businesses are paying special attention to the onboarding journey for their products and services.

### What this is

Businesses are providing customers with self-service and managed service options tailored to their needs, welcome messages, video demos/explainers and follow-up messages to get the most out of a product or service.

### What this does

This applies not only to the B2C market—increasingly, B2B customers are demanding the same level of engagement and personalization. Fighting to be seen in an increasingly crowded digital world, businesses need every edge they can get in attracting and keeping the right partners. **Businesses must develop partner journeys and invest in platforms that simplify and streamline their partner experiences.** Here, automation, zero-touch, and self-service are the essential enablers.

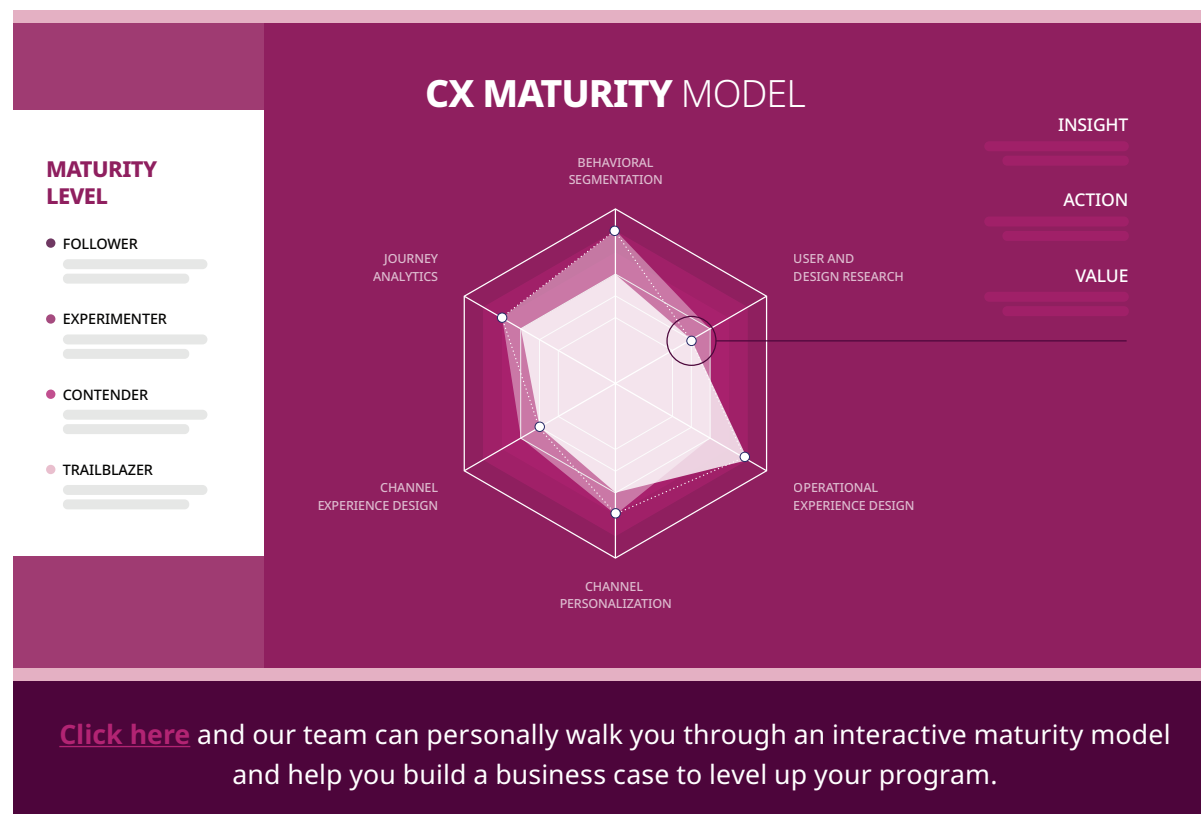


# CX Maturity: How Is Your Business Performing?

It goes without saying: not every business has the same level of CX capabilities.

As you've been reading through this report, you've likely noticed where your business sits in relation to trends and behaviors we've identified.

With that in mind, let's pause to think about where your business's CX maturity level lies, and how it can build a business case for change to quickly influence change.



## Which of the categories below best describes your business?

### Follower

- Basic capabilities
- Disjointed and siloed delivery
- Batch-heavy, infrequent improvements

### Experimenter

- Pockets of advanced capabilities but still largely basic
- Siloed delivery
- Infrequent improvements

### Contender

- Advanced capabilities are the norm
- Predictive, real-time and coordinated delivery
- Regular journey improvements

### Trailblazer

- Differentiated capabilities are the norm
- Predictive, real-time and coordinated delivery
- Frequent journey improvements

# Ways to Level Up Your CX Strategy in 2023

Understand the data to get ahead of the trends. Position your business to provide extraordinary experiences everywhere.



## Recommendation 1

**Reorganization around CX:** Get buy-in on your CX initiatives by proving the business case and showing stakeholders how you can get quick wins—and scale the journey improvements from there.



## Recommendation 3

**Cybersecurity and Compliance:** Security and compliance are more important than ever. Build checkpoints into your experience programs centered around trust.



## Recommendation 2

**Digital Transformation:** Champion the transformation, find a partner to get you to the finish line, and remember that human touchpoints will still be essential for bringing every customer with you.



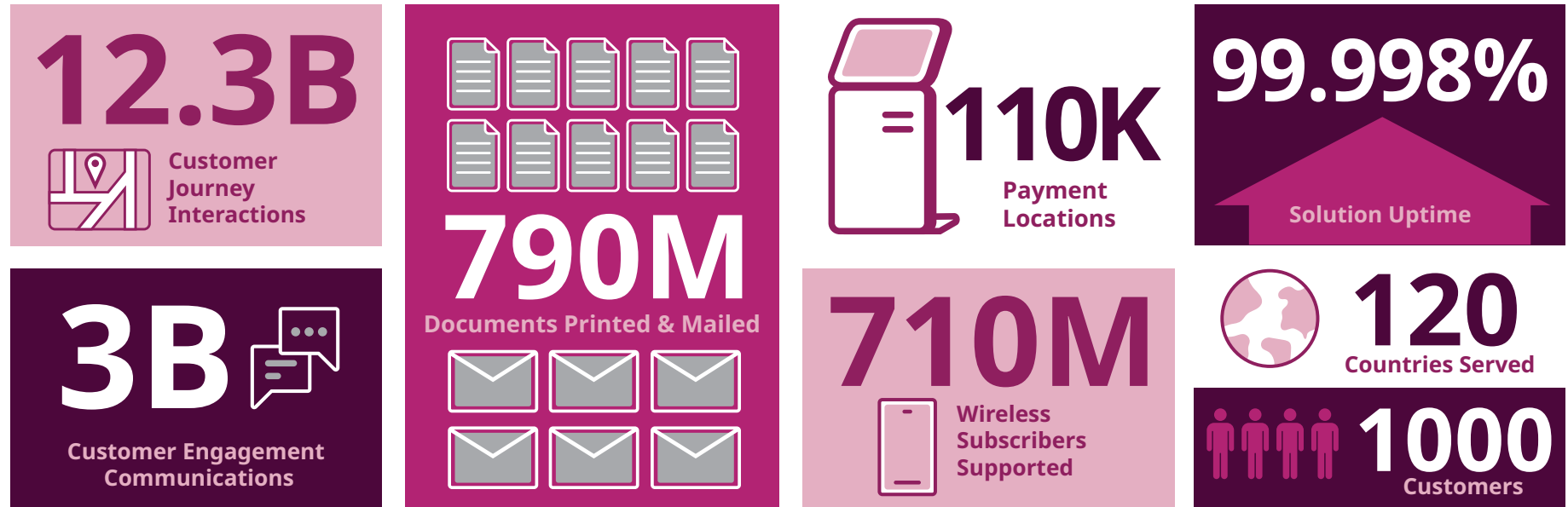
## Recommendation 4

**Metaverse:** Understand what technological and experiential aspects will be required of your business. Construct the foundations to support them now.

**Get Started**



## CSG Annual Report Highlights in 2022



## Overcome the Complexity with Future-Forward Solutions

Today's enterprises demand a cohesive, end-to-end, digital-first approach. Achieve that, and your business will drive growth, inspire loyalty, create new revenue streams, and deliver extraordinary customer experiences. How will you do it? With the right partner.

Drive growth and loyalty with omnichannel communications

Deploy personalized, proactive and predictive B2B and B2C experiences

Accelerate time to market and time to activated revenue

Manage risks with a security-first approach

Monetize any service to any customer on any network



## About CSG

CSG empowers companies to build unforgettable experiences, making it easier for people and businesses to connect with, use and pay for the services they value most. Our customer experience, billing and payments solutions help companies of any size make money and make a difference. With our SaaS solutions, company leaders can take control of their future, and tap into guidance along the way from our more than 5k-strong experienced global team. Want to learn more about how to be a change maker and industry shaper like our 1,000-plus clients?

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