

**ICXI-POST**  
newsbriefing

Vol 1 – Issue 7

Here Comes....



2022

.... Ready or Not!

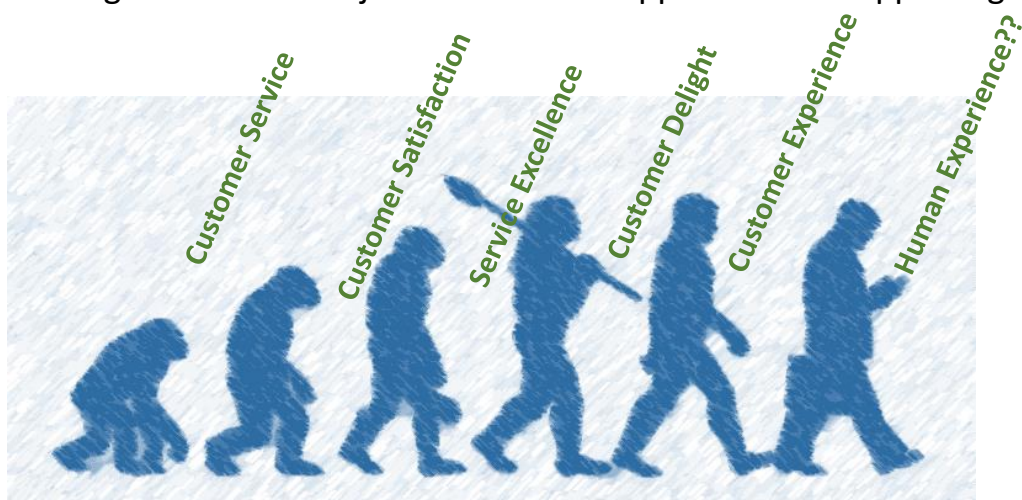
## Introduction From The President

### Another Challenging Year Ahead?

To say that 2021 has been a challenging year is something of an understatement. The world has only recently begun to adjust to the issues produced by the Delta variant of Covid 19 when the Omicron variant appears and set to produce its own set of challenges and disruption to those managing service delivery while governments attempt to introduce measures to, at least, attenuate the threat to health and life.

The experience gained by the challenges of 2021 should help in managing any new set of issues but it is observed that some areas of customer experience delivery have never achieved acceptable standards of performance. Call centre/telephone response, particularly by large organisations, still results in long waiting times in spite of the myriad of technology based call centre solutions offered on the media. Technology in the form of AI based chatbots and virtual assistants also has a long way to go to achieve their promise. It is true to say that a poorly skilled chatbot is as bad, if not worse, as a poorly skilled person. Machine learning has come a long way but from the customer experience viewpoint still over promises and under delivers. The growth of on line has produced a mixed bag of delivery experiences with some being truly excellent and others woefully poor and this element may well become a key competitive factor as the forecast growth in this sector continues. According to Gartner, 91% of customers escalate issues to human agents because of the failure of self-service

Looking forward there are multiple messages and opinions about the priorities that lie ahead for those responsible for managing the customer experience in 2022, one of which is a potential next step in the evolution of customer service management from **Customer Experience (CX)** to better understanding customers from the anthropological perspective of their wider **Human Experience (HX)**. Human Experience Management has hitherto been seen from the human resource (HR) standpoint but emerging trends suggest that anthropologists can gain a deeper understanding of customers' emotional responses and reactions to an organisation's performance and thereby enable them to design and deliver an even higher quality customer experience. Will anthropological research and application will become a mainstream competitive factor in customer experience management or will it join "Customer Happiness" in a supporting actor role?



In their guide of the week Guide of the week on 7<sup>th</sup> Dec 2021 Customer experience magazine state

*“To design aware, ethical, and inclusive solutions, companies have to look beyond ‘customer segments’ and, instead, embrace human experience (HX) in its complexity. This mind-shift from CX to HX invites new players into the CX arena.”*

It also offers readers a guide as to how anthropological thinking works and how it is influencing the thinking of many cutting edge organisations.

[https://cxm.co.uk/business-and-organizational-anthropology-understanding-humans-from-the-inside-out/?utm\\_source=CXM&utm\\_medium=Newsletter](https://cxm.co.uk/business-and-organizational-anthropology-understanding-humans-from-the-inside-out/?utm_source=CXM&utm_medium=Newsletter)

### **Looking Ahead**

One intriguing AI development is olfactory tech which is attracting large amounts of funding for computer noses with a sense of smell that can detect almost anything that has emits an odour. Could be the beginning of the end for “Best by “ dates as customers' phones are able to sniff out for themselves what’s fresh and what’s not!

On a more serious note are the supply issues which have emerged during the pandemic but have not necessarily been caused by it. The supply of oil and gas in the commodity sector and the potential supply issues of products like AdBlue ( a clean up additive necessary for modern diesel engines) have the potential to cause high levels of dissatisfaction not just from cost issues but also from availability with the disruptive potential to go beyond commercial uncertainty into political tension.

### **So What News of Tomorrow from the Sages of The World Wide Web?**

What do those with the skills to see around corners see around the corner in 2022?



## 2022

Some of the main thrusts expected in 2022 are set out in the following pages. The caveat to their relevance and probability has to be tempered by the fact that these were all researched and analysed before the arrival of the Omicron variant of Covid 19, the global effect of which has yet to be fully realised.

### **Forbes Top 5 Customer Experience Trends For 2022**

Blake Morgan Senior Contributor

*As we head into 2022, brands face a tipping point with changed customers and expectations. 50% of global consumers say the pandemic caused them to rethink their purpose and re-evaluate what's important in life. Nearly everything about how we live, work and shop is different than it was two years ago. It's never been more critical to understand what's coming down the pipeline to create an effective customer experience.*

#### **1. Ecommerce Booms and Evolves—Customers Are Buying More Through WhatsApp and Other Channels**

*E-commerce has seen tremendous growth over the last few years and is expected to account for 23.6% of all retail sales by 2025, compared to 11.0% in 2019. That trend is now expanding to other digital channels. Digital shopping allows customers to browse and purchase items from the social apps they already use. WhatsApps rolled out features that make it easier for customers to shop, including chatting with brands, getting personalized recommendations before making a purchase and receiving automatic responses to their queries. Instagram and Pinterest have also expanded their features so that users don't just look at images but can actually buy items.*

#### **2. Instant Gratification—Online Customers Want A Response Within 5 Minutes or Less**

*Modern customers want what they want, and they want it now. Speed and convenience matter to customers more than ever, and brands that deliver instant gratification have a huge competitive advantage. Instant gratification takes various forms across all industries, from urban grocers offering 15-minute delivery to real estate websites using AI for nearly instant listings and banking apps transferring money between users and accounts in seconds. Even micro-moments of instant gratification improve the customer experience by proactively answering questions and offering fast service and value without sacrificing quality. Customer expect a response from a company within five minutes or less according to Forrester.*

### **3. Earth Talk—Customers Want To Know Environmental Impact Of What They're Buying**

*Globally, 91% of consumers expect companies to be socially and environmentally responsible. But it's no longer enough for brands to claim to be sustainable—they must be transparent with their efforts and progress. Vague sustainability claims act as a deterrent for customers.*

*Fashion brand Rebecca Minkoff uses an AI-powered transparency tool that shows exactly how much water and material it takes to make each item compared to similar products. Retailers like Amazon and Sephora allow customers to sort products that are climate pledge friendly or made with clean materials, making it easier to support responsible brands.*

### **4. Experience Economy Booms—Moving Beyond Products to Services**

*Shopping is no longer just about products. Modern retailers are expanding to offer creative services that enrich customers' lives, build community and showcase their products in new ways. It's now about providing services and experiences to put the products to use.*

*A growing number of retailers are offering educational events, such as cooking classes at Sur La Table or Williams Sonoma and gardening classes at Home Depot and Lowe's. Costco has long offered experiences from vacation bookings to home improvement services in addition to its traditional products. Taking a page from Costco's book, REI recently expanded its services category to help customers book outdoor activities to use the gear they purchased from the store. Customers at the Nike Rise concept store use technology to find the perfect shoes and then test them out at exclusive events and fitness classes. In 2022, more retailers will create experiences and environments where customers are increasingly doing the activity of the thing the business is selling. Such as REI, the company is just getting folks outdoors and to #OptOutside - which doesn't seem related to selling hiking shoes, but is.*

### **5. Bots Help Staffing Shortages—Robots Taking Over Human Tasks**

*Widespread staffing shortages and supply chain issues show no sign of slowing down. The lack of human employees has moved businesses towards robotic technology. Through the first nine months of 2021, North American companies ordered a record 29,000 robots, many of which perform front-line tasks traditionally done by humans.*

*Restaurant chain White Castle uses Flippy, a French fry robot that works alongside its hamburger robot to keep food fresh for customers. McDonald's is partnering with IBM to develop and test an AI-powered voice system in its drive-thrus.*

<https://www.forbes.com/sites/blakemorgan/2021/12/08/top-5-customer-experience-trends-for-2022/?sh=64f6b3913a0a>

## Also from Forbes From a More Technological Perspective

### The 5 Biggest Customer Experience (CX) Trends In 2022

Bernard Marr

#### **1. Immersive, hybrid experiences**

*This might mean marketing-oriented experiences designed to help companies communicate their message in new ways and connect with new audiences. But it will also be increasingly visible in sales, customer services, and product support.. Allowing brands to deliver new and interesting customer experiences over virtual platforms is likely to be a key reason the concept will be attractive to businesses, particularly as integration with virtual and augmented reality (VR/AR) will be a core feature of the metaverse.*

#### **2. Brands competing primarily on customer experience**

*Forget trying to undercut competitors' prices; providing a superior customer experience is swiftly becoming the priority for brands attempting to differentiate themselves from their competition. Brands are laser-focused on customer experience right now, partly because they know people will pay more for great experiences. Technology creates countless ways to create and deliver these experiences.. As society transitions to a service-driven economy where the lifetime value of customers is of primary importance, 2022 will see increasing investment in technologies designed to improve experiences and earn trust.*

#### **3. Smarter products and services**

*Gartner estimates that by 2022, the value of the global wearables market will hit \$81.5 billion. Thanks to the IoT and wearables revolution, devices are increasingly capable of collecting data,. Experience-focused businesses are quickly becoming adept at taking this data and using it to improve the richness and usefulness of customer interactions.*

#### **4. Automation in customer service**

*If customers know they will spend a long time "on hold," be passed between multiple departments, or end up speaking to poorly trained they are unlikely to rate highly their experiences . Automated call handling systems were initially introduced to tackle some of these issues but unfortunately didn't always have the desired effect. Businesses are counting on their ability to augment these systems with AI customer service chatbots employing natural language processing (NLP) to alleviate these issues. This should mean chatbots get increasingly better at understanding input and predicting the response required.*

*Sentiment analytics will increasingly be used to understand the content of written and spoken communications and more efficiently route it to the people or machines that will provide the best solution.*

## **5. Personalization**

*Increasing levels of personalization are going to be a very strong trend this year, with brands using technology to develop closer and more personalized relationships with their customers. One hot topic in personalization over the next year will be the opportunities to identify and act on "micro-moments" – selling opportunities that can be open for just seconds but can be highly profitable to brands that understand how to identify and pounce on them at scale. In 2022, brands will be investing heavily in ways to recognize and leverage these moments. This is about being able to reach the right customer at the right time – a cutting-edge marketing challenge but one that's increasingly solvable thanks to the technology solutions available today.*

<https://www.forbes.com/sites/bernardmarr/2021/11/17/the-5-biggest-customer-experience-cx-trends-in-2022/?sh=69ae03344cff>

## **Predictions for customer behaviors and digital CX trends in 2022**

Head of customer service at Bajaj Allianz General Insurance, K V Dipu, predicts the CX trends that will become prevalent in 2022.

### **Real-time measurement**

*In this digital age, wherein the footprint is digital and the customer expectation is real-time fulfilment, the measurement yardsticks need to keep pace as well. Brands will need to move from post-experience metrics (such as questionnaires and focus group discussions) to real-time feedback via one-click feedback-sharing options at various digital touchpoints throughout the transaction lifecycle.*

### **Humanize the digital**

*Even with the consistency and accuracy of bots, there is a born-again focus on the human aspect of customer experience. Safe to say that when customers call firms when they are in angst, the healing touch or the tone of empathy that an employee can provide is an integral part of the solution. So, the focus will be on leveraging the best of man and machine and ensuring that bots mimic human behaviour.*

### **Device-agnostic experience**

*The days of telling customers that the mobile screen can only offer limited options and that they need to login are over. As customers work from anywhere, with the mobile device being their alter ego, the need for a device-agnostic experience offering the full suite of options, has never been greater.*

## **Simplicity**

*One of the most under-rated aspects of customer experience, the maze that customers have to navigate on an IVR for instance (multiple numeric codes for access through the decision tree) need to be replaced with a simple, one-touch access to various services.*

## **Voice and video**

*As the we move into digital age, the availability of voice and video as an option on all platforms will be key to customer satisfaction.*

## **Location-based intelligence and services**

*Keeping privacy in mind, with explicit customer consent, location-based servicing can take customer experience up several notches. For instance, we launched a bot which pops up on the customer's screen, when they click our address on a map, asking them whether their need can be fulfilled digitally, thereby preventing the need for a physical visit.*

## **Curation**

*As customer-facing services morph from the physical to the digital, firms can curate experiences and offer more to customers. For instance, a prospect who would have visited a sample home in person previously may now end up taking a 3-D virtual tour of a new, planned property. Firms can add to the customer's virtual experience by throwing in additional information (for example: schools, healthcare, feedback from residents in the area).*

<https://www.cxnetwork.com/cx-experience/articles/predictions-for-customer-behaviours-and-digital-cx-trends-in-2022>





## 1. Customers Will Want Over Half Of Pandemic-Era Services To Become The “New Normal”

*As pandemic restrictions lift, companies and institutions have begun to resume some pre-pandemic ways of doing business by ending senior shopping hours, reinstating hoops for passengers to jump through to change a flight, and transitioning away from virtual options. That’s a mistake, because consumers have grown used to many of the services and will continue to want them (e.g., curb side pickup, remote meeting options, and expanded digital payment). Forrester data backs this up. For example, one-half to two-thirds of US and European consumers say that the pandemic has changed how they shop for products. Consumers are also suffering from digital saturation, putting pressure on companies to manage increasingly hybrid customer experiences across physical and digital touchpoints that require connected data, ecosystem thinking, and orchestration of customer, employee, and partner journeys. Brands that successfully navigate the transition to the new normal will avoid a wholesale reversion and analyse current customer insights and research to evaluate which services to keep, adjust, or toss.*

## 2. Twenty-Five Percent More EU Businesses Will Appoint Chief Sustainability Officers

In the last 12 months, the EU:

- 1) adopted a climate adaptation policy;
- 2) introduced the first delegated act for its taxonomy, stipulating what counts as environmental objectives for EU climate adaptation and mitigation; and
- 3) adopted a proposal to make corporate sustainability reporting standardised and mandatory for more companies from 2023.

But EU consumers are sceptical; Forrester’s 2021 data reveals that just 34% trust companies when they say they will commit to reducing climate change.

Greenwashers that have only embraced sustainability in their communications will struggle to adapt. Thus, 25% more EU companies — especially in financial services and retail — will add chief sustainability officers to their rosters in 2022.



### 3. Privacy Journey Design Will Become A Key CX Priority In 2022

*Data deprecation will force companies to collect more data directly from customers to offer individualized experiences in 2022, creating the need for privacy or consent journeys designed with the customer in mind. While 37% of global security decision-makers consider privacy to be a competitive differentiator, at least one-quarter of global consumers use privacy and security tools to prevent firms from tracking their online activity.*

As a result, Forrester predicts that CX leaders at 20% of European companies and 10% of US firms will turn their attention to privacy and consent journeys. CX pros at firms looking to reduce reliance on third-party data should work with their firm's marketing, IT, and security and risk teams to carefully design and measure journeys based on compliance standards that vary by industry, business type, and individual customer. In the spirit of "you can't manage what you don't measure," these firms should include privacy-related KPIs and metrics in their CX measurement programmes to monitor journey performance.

<https://www.forrester.com/blogs/cx-predictions-2022-eu/>  
<https://www.forrester.com/predictions/europe/#guide>

## CUSTOMER EXPERIENCE PREDICTIONS REPORT 2022

### From the Customer Service Network

The Customer Service Network researched leaders from a wide range of sectors to produce an wide ranging assessment of the trends and issues facing the customer experience environment in 2022 leading with two issues that appear in one way or another as constants in many forecasts of the future.

#### **Customer Centricity**

As it has been in previous years, one of the overarching trends in 2021 was ensuring real customer centricity. More than half of the CX practitioners surveyed for CX Network's Global State of Customer Experience 2021 reported that customers will switch brands if they are unsatisfied, meaning companies must work harder than ever to not only attract, but retain customers.

#### **Sustainability**

80 per cent of those surveyed for CX Network's Global State of Customer Experience 2021 report saying that customers are becoming more conscious of sustainability.

*"Brands will become increasingly measured by their wider impact on the planet... Reinventing existing customer experiences to do so and looking towards future implementations across their customer service offering will be a non-negotiable for those wanting to maintain a competitive edge"*

*Dean Burdon Customer Experience director at Zen Internet*



## Strengthen CX teams with intelligent automation and holistic recruitment strategies

From the view point of Iain Langridge, product and customer experience leader at Amazon it will be necessary to be

*“Focusing on the company culture of caring about the customer yields better results than any number of planned and organized CX projects, The sheer breadth and depth of skills needed to lead a company in CX are still being well and widely understood. Until you have professionals who have grown up in CX from day one, you have to ensure that you have a broad set of skills and original thinking on the team and augment employees with automated tools and processes and dramatically improve customer outcomes and speed to resolution,”*



Digital hubs to help drive digitalization

Athina Kanioura, chief strategy and transformation officer at PepsiCo states that in 2022 there is a need to develop

*“Digital hubs to help drive digitalization. Using internal digital hubs to encourage employee innovation will become a priority. These internal hubs will be shared workspaces designed to encourage collaboration between employees.*

*“By creating an agile and dedicated environment where innovation will thrive, [brands] will have the opportunity to lead work that will reach global scale.*

*By giving consumers better transparency by introducing digital hubs, companies will be able to give consumers better transparency on their products, including real-time sales and inventory data. Additionally, it will allow employees to utilize predictive decision-making tools, them to address customer issues quicker.”*



Successful CX transformations to be led by VoC

André Grandt, customer experience chapter lead and transformation officer at Roche sees the Voice of the Customer still being the key improvement driver and supports the ethnographic and sustainability issues.

*Grandt says: “More and more companies are realizing they have key customer signals, for example behavioral [or] emotional, that they must capture, analyze, learn from and act on to enhance customer experiences In 2022 businesses will become less concerned with ROI and more with doing social good as customers begin to evaluate*

*brands and base their buying decisions on sustainability priorities and ethics. This will include [considerations] such as how well a company treats staff, in what ways a business supports its community, and whether it makes a positive contribution to society.”*



### **Advances in technology will continue to improve employee experiences**

Julian Neo, managing director of DHL Express Manila and Brunei sees technology bringing benefits to both customers and as importantly to employees

*“While the “new normal” is still evolving, he believes that technology will continue to place employees in a stronger position to deliver for customers. Neo says: “We have learnt that automation can be leveraged for mundane tasks and what this does is free up valuable time for our employees to do more meaningful work like connecting with the customers. Automation not only increases productivity but more importantly, it improves our employee experience as well, so we will continue to find that balance between technology while still providing the human touch in our customer interactions.”*



### **AI sceptics risk being left behind their competitors**

Jay Gupta, product marketing director at Talkdesk predicts that the onward progress of AI represents an opportunity for improving CX performance and a growing competitive threat to those who choose to ignore it.

*“The importance of AI is fast becoming a priority as it is the only way to scale the automation of processes and workflows that previously required human effort, CX professionals are becoming particularly focused on using AI to save time for both customers and agents and adding extra layers of convenience with customer self-service options. Faster, more accurate solutions and a streamlined, connected workflow are integral to achieving the right level of personalized experiences that customers now expect. By not considering the automation of processes and workflows in the contact center and continuing to use inflexible legacy systems, organizations run the risk of being immobilized in their quest to be digital-first and their agility to adapt to changing business needs. Organizations that do not adopt AI into everyday functions and tasks will struggle to compete in their respective markets.”*



## **New technologies to ensure frictionless channel integration**

Millie Gillon, MD and global head of CX at Standard Chartered Bank is another who sees that technology will play an increasingly important role in 2022

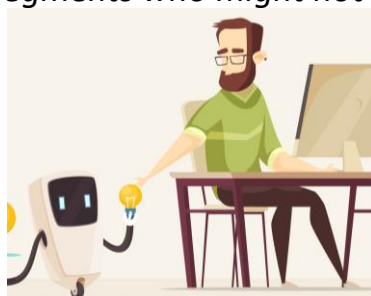
*“One key improvement area that needs to be addressed over the next 12 months is channel integration. The sporadic channel choices customers can make intensifies the need for frictionless channel experiences. A customer visits a store to enquire about a product, but then they go and compare it in a different store and end up purchasing the product online. In a scenario like this most companies will struggle to have a holistic view of the journey. In 2022 this will get better using technologies like geo-fencing and store agent assistive technologies.”*



## **Brands must fight to ensure digital transformation does not dilute human-to-human interactions**

Sandra de Zoysa, group chief customer officer at Dialog Axiata sees the growing benefits associated with AI, ML, augmented reality and intelligent automation in the 5G world but believes that for all customers in general and some sections in particular organisations need to retain the human-to-human response.

*“The modern customer in this social media era is used to immediate gratification where purchasing and servicing is expected to be an ‘always on’ experience. Hence organizations will need to evolve their digital platforms quickly to be able to meet the customer expectation but to seek to balance humanity with automation. While digitization delivers convenience to customers, it does not match real human-to-human interactions where relationships can be built through empathy, understanding and rapport. Digital adoption leapt during the pandemic but the physical touch points, such as retail outlets, will continue to serve customers as due consideration needs to be given to customer segments who might not be as tech literate.”*





Sustainability to remain a priority for consumers

Dean Burdon, customer experience director at Zen Internet is another who sees the importance of sustainability continuing to grow as an CX management issue.

*“Brands will become increasingly measured by their wider impact on the planet and will be held accountable by their customers and stakeholders. Reinventing existing customer experiences to do so and looking towards future implementations across their customer service offering will be a non-negotiable for those wanting to maintain a competitive edge. In 2022 there will be a growing customer demand for a greener culture. “This will in turn challenge the CX design principles that are preoccupied primarily with*

*costs, profits, NPS scores and customer retention. Businesses will need to start to rethink legacy processes within their CX design that negatively impact the environment and roll out more sustainable alternatives to help ensure continued customer satisfaction,*



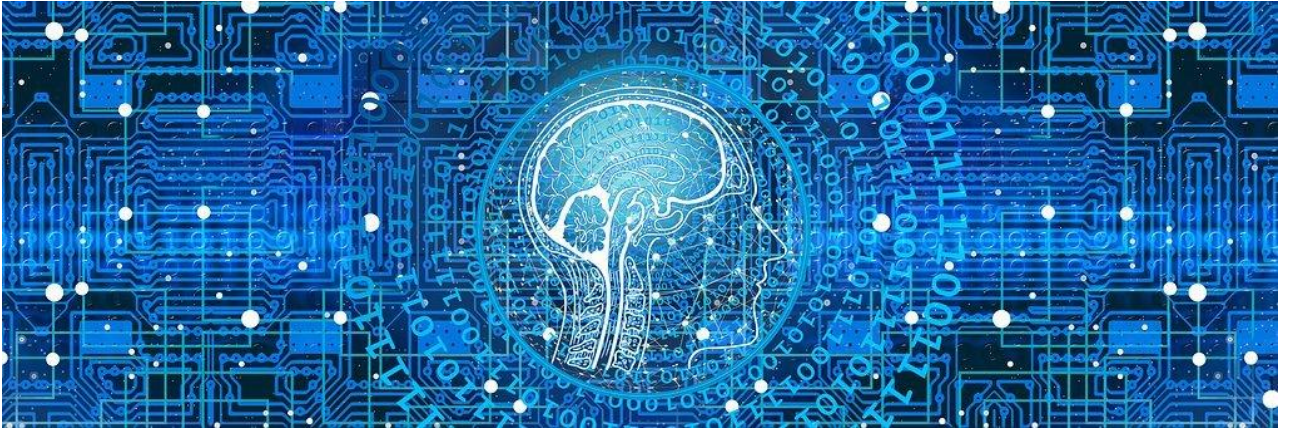
Read the full report at

2022 Forecasts from CX Network Advisory Board

CX Network’s Advisory Board give their predictions for 2022’s CX trends

<https://www.cxnetwork.com/cx-experience/reports/customer-experience-predictions-report-2022>

# TOP 3 Priorities AI & Technology



## On Line Growth



## Sustainability



# So is there any evidence that customers are interested engaging with organisations via technological innovation?

## McKinsey supplies some answers from their research

The survey revealed important nuances. Analog channels may lack the luster of their digital counterparts, but they remain a crucial element in the customer experience . The telephone, for instance, continues to be the most-used channel for customers across industries, especially in the health insurance sector, where more than 80 percent of customers call their insurer when they have a problem or query. And in an age where instant messaging, SMS, and chat can seem pervasive, a significant number of customers still value branch visits and regular mail. Far from fading into obsolescence, engagement with these traditional channels is expected to grow over the next several years.

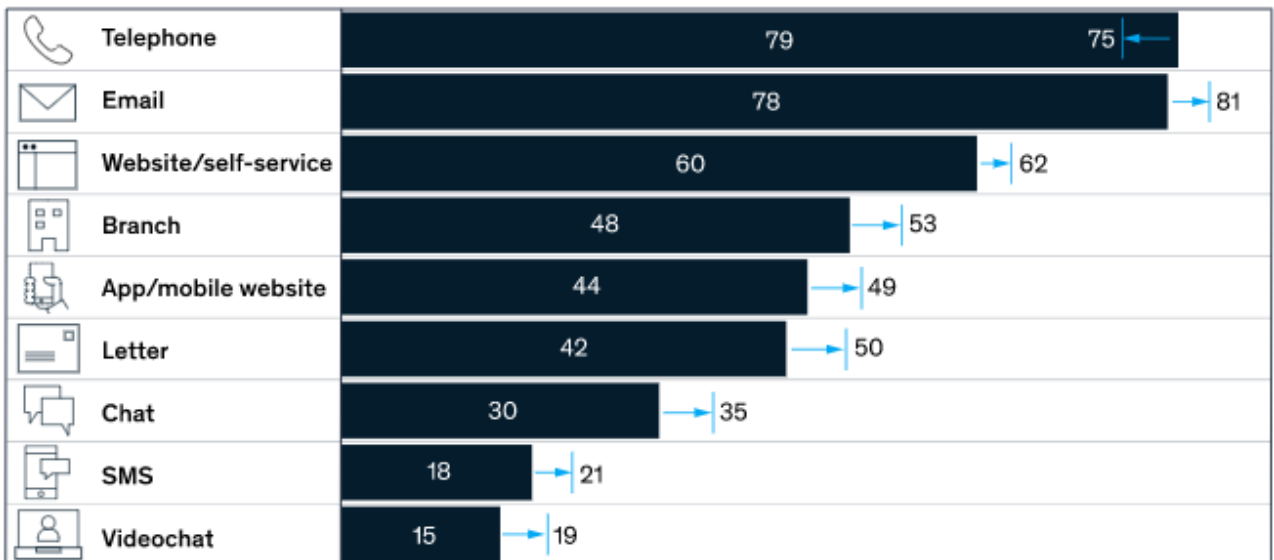
## Customers are looking to interact in a variety of ways—online and offline.

Use of online and offline services, %

How do you communicate with your service provider today?

How would you like to communicate in the future?

■ Today → Future



Source: McKinsey TECE survey, February 2019, n = 3,610

Because customers rarely rely on a single channel, companies need to understand how individuals in high-value segments get basic information and conduct routine tasks, such as opening an account or resolving a billing dispute. In banking and health insurance, for instance, customers use mobile apps and websites with roughly the same frequency as they do branches and regular mail. Understanding usage patterns and preferences can help companies steer resources to the right areas.



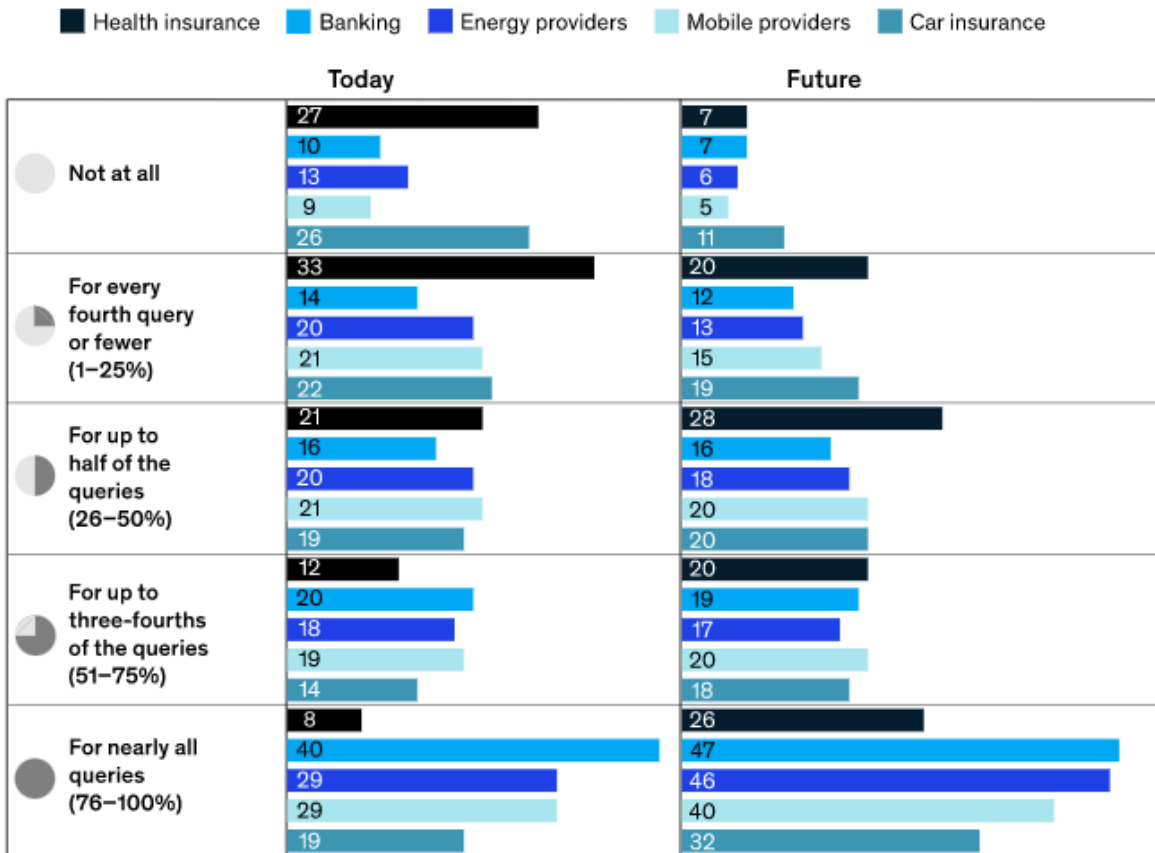
*In addition to customers being increasingly open to engaging with companies over email, the web, self-service applications, and mobile devices, those digital interactions account for a growing share of all customer-initiated contact, even in industries such as health insurance that are often seen as less digitally mature*

### Consumer interest in digital engagement is growing across sectors.

#### Use of online and digital services, %

*How often do you use online/digital services today to resolve service queries?*

*How often would you use them in the future if the functions you would like to have were available?*



Source: McKinsey TECE survey, February 2019, n = 3,610

*But adding richer digital offerings is just the start. Customers also want greater omnichannel integration. The companies that customers are most willing to recommend use digital tools and practices to create a consistent experience for customers online and offline, with journeys that move seamlessly across touchpoints.*

(What this research does not highlight is the fact that the newer generations, Y-The Millennials and Z-The Centennials, are the most tech savvy generations in terms of application and expectation and will be the core customer base in the coming decades as the earlier generations decline)

## Basic offerings are not enough

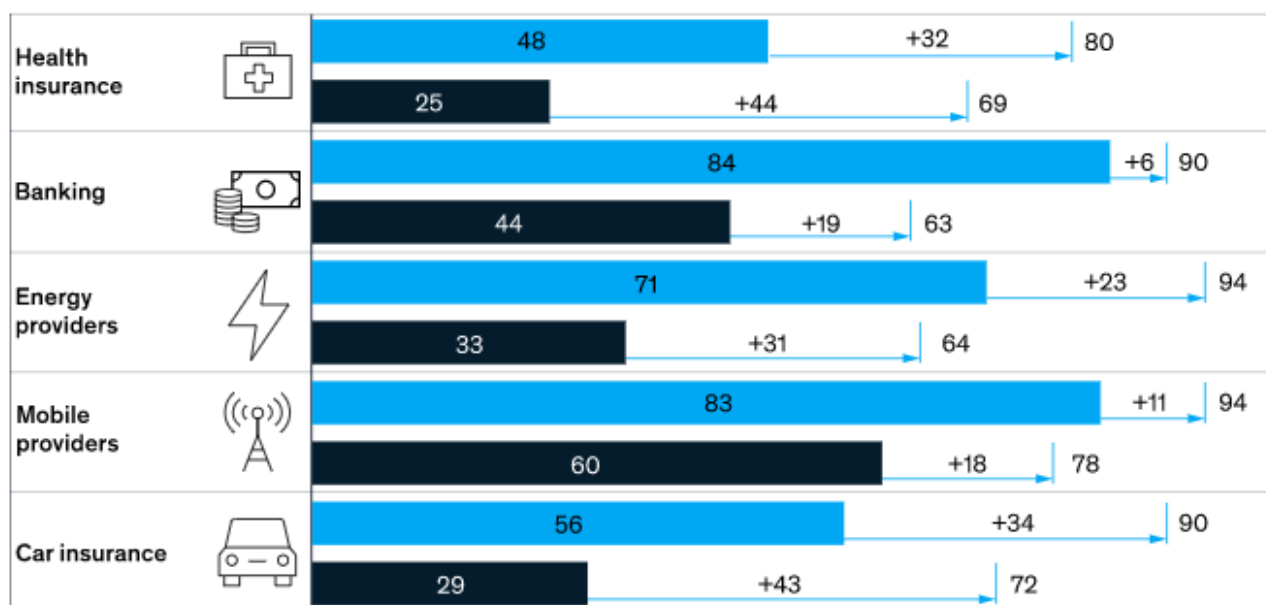
Customers want offerings that are smart, tailored to their needs, and easy to use, and they want an integrated experience that is channel agnostic. Although the majority of companies provide basic digital services, such as allowing customers to update their address or preferences, relatively few have advanced digital offerings that provide personalized service and data-driven insights in formats that are easy to use and access

## Few service companies have advanced digital offerings.

### Current offer and future demand of digital services, %

What kind of digital services does your service provider offer today?  
Which should they offer in future?

→ Future  
■ Basic digital services offered today  
■ Advanced digital services offered today



Source: McKinsey TECE survey, February 2019, n = 3,610

## What it takes to become a leader in digital customer experience Technologies

### 1. Develop the digital offering in partnership with the customer.

Digital leaders involve the customer directly in the design and testing process through cocreation exercises and continual-feedback loops.

### 2. Let use cases guide the technological foundation.

Companies should prioritize two or three high-value use cases that can provide strong near-term differentiation and business impact.

### 3. Create a comprehensive adoption plan.

A thoughtful launch plan should encompass education and awareness building among both customers and employees, with a mix of in-service or branch-based promotions and email, online, and other outreach.

<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/service-industries-can-fuel-growth-by-making-digital-customer-experiences-a-priority>

## Some Considerations In Scoping the Issue

The International Customer Experience Institute's 5 P's Model can provide a useful template for developing strategic plans for the year ahead.

<b>Policies</b>	The values of an organisation, when widely shared with their expected behaviours and outcomes well understood, are what framework the policies that drive how the organisation behaves. Are the organisation's values and policies in tune with the behaviours expected by the key customer groups in its target markets.
<b>Products /Services</b>	To what degree is the organisation prepared to exploit the opportunities or manage the threats from the expansion of on line trading?
<b>Places</b>	Are the places through which customers interface with the organisation operated in a way which meets their sustainability expectations?
<b>Processes</b>	<p>On line growth is forecast to continue to take a greater share of the market in almost every sector with customers now having a wide choice of touch points.</p> <p>Is the omni –channel technology capable of competently manage such a situation?</p> <p>How is the supply chain up and down stream engaged in the issue particularly with the growing expectation for instant gratification?</p>
<b>People</b>	<p>How are employees views understood and taken into consideration particularly on values issues like sustainability?</p> <p>To what degree are AI and self service technologies seen as a threat to job security?</p> <p>What level of skill development is being planned and/or deployed to ensure that the customer and organisation's benefits from new technologies are optimised</p> <p>How the actual or potential threats of "The Great Resignation" being managed to maintain service quality Standards?</p>

## Final Word

The last newsletter questioned the impact of COP 26. As **Sustainability** emerges as a key focus for 2022 perhaps the impetus for change will come from customers via organisations to governments via a bottom-up rather than top-down pressure.

**Technology and AI** promise to offer much to both organisations and customers but experience to date has been patchy . Perhaps the old 1980's customer service mantra of *"Under promise and over deliver"* still has particular relevance in this area.

**Digital On line** is seen to continue its expansion in both its more traditional areas and into new territories where such processes were previously seen as too challenging.

In spite of the threat of Omicron the future of customer experience management looks ahead to a very challenging and equally exciting year ahead as for customers they will do what they have always done – Decide what is best for them

**2022 a year in which ICXI wishes every organisation in both the private and public sectors every success.**

## Recommended Reading

- Design Anthropology: Theory and Practice by Wendy Grun
- Anthro-Vision: A New Way to See in Business and Life by Gillian Tett
- Design Anthropology: Object Culture in the 21<sup>st</sup> Century by Alison J. Clarke
- Handbook of Anthropology in Business by Rita Denny and Patricia L Sunderland

<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/service-industries-can-fuel-growth-by-making-digital-customer-experiences-a-priority>

<https://www.forrester.com/blogs/cx-predictions-2022-eu/>

<https://customerthink.com/the-2022-customer-experience-predictions-from-10-international-top-cx-experts/>

<https://www.forbes.com/sites/bernardmarr/2021/11/17/the-5-biggest-customer-experience-cx-trends-in-2022/?sh=69ae03344cff>

<https://www.forbes.com/sites/blakemorgan/2021/12/08/top-5-customer-experience-trends-for-2022/?sh=64f6b3913a0a>

<https://www.cxnetwork.com/cx-experience/reports/customer-experience-predictions-report-2022>

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## The ICXI One Question Quiz

Has the organisation a clear view of its customer's priorities for 2022?

YES

If "No" how will you plan the action to take to optimise your opportunities ?

NO