



Business

A close-up, profile view of a woman playing a violin. The lighting is dramatic, highlighting the instrument and her face against a dark background. The violin is a rich reddish-brown color. The bow is positioned across the strings. The overall mood is artistic and focused.

Meeting the rising bar: What does good look like in CX today – and how do you measure up?


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Contents

Introduction	03
What does good look like in CX today?	04
Frictionless experiences	05
■ Developing frictionless experiences (box out)	06
Ensuring product/service customer fit	07
Making the customer feel valued and recognised	08
Getting to great - CX design	09
How do you measure up?	10
Quantitative benchmarks	11
■ Behavioural benchmark	11
Qualitative benchmarks	12
■ Frictionless benchmarks	12
■ Hyper-personalisation	13
■ Cultural benchmarks	13
■ The benchmark of the future	14
Plotting your path forward	15
About the Orange Business CX Practice	16
About the author	16





Introduction

More than product or pricing, businesses today aim to compete based on the experience they deliver to their customers. In designing the customer experience you wish to provide, what does best practice look like in your industry and what expectations must you meet?



How will you manage the experience so you generate the right emotion from the customer over the different steps in their journey? How can you ensure the transition from one step to another is seamless? And how can you customise that journey to maximise the efficiency of the process – for your customers and your organisation – and deliver the frictionless hyper-personalised experiences that all customers crave?

What does good look like in CX today?

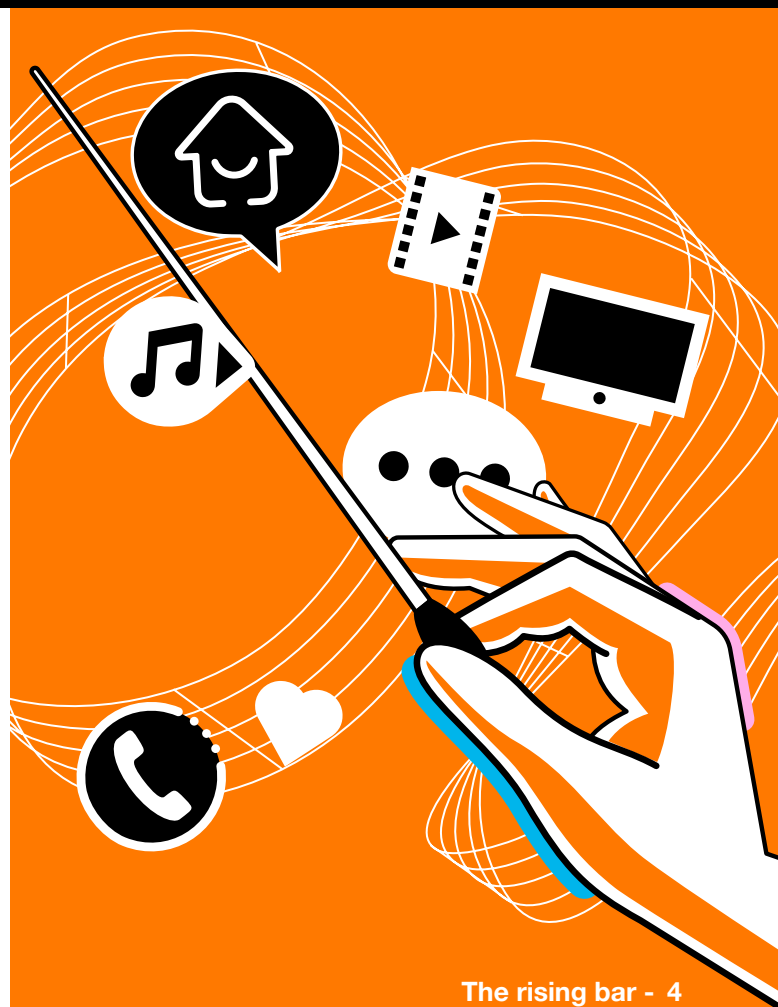
The salesman Zig Ziglar famously said, **“We buy on emotion and justify with logic.”** CX is about emotions: customers must feel intrigued at the top of the funnel, supported on the customer journey, confident when they make a purchase, and reassured that the organisation is across any post-sale problems that crop up. So, your ability to generate those emotions is critical to the success of your business.

Elite customer experience today encompasses a frictionless journey for customers from the awareness stage through post-purchase, characterised by personalised interactions, exceptional service, and anticipating and exceeding customer needs.

In terms of delivering great CX, the bar is being raised once again by moving from a focus on market fit to customer fit – a move that allows you to address high consumer expectations for greater personalisation. This is a natural step towards the evolution of CX to HyPe (Hyper-Personalisation) and is a fundamental evolution in how businesses approach product development and innovation.

It is not enough to put customers at the heart of everything you do – you must address the emotional dimensions of this focus by making the customer feel valued and recognised. Customer-first operational thinking is combining with the rise of rapid Agile development methodologies to enable the development of new approaches to CX design.

This document examines the ‘state of the art’ in the CX industry, describing the elements of great CX and highlighting best-practice examples that will inspire you to imagine the experiences you might offer. We’ll also look at different ways of benchmarking your CX capabilities so you know where you sit on the evolution towards customer-centricity, before finishing with a glimpse at what the future of CX might hold.





Frictionless experiences

A great example of a best-in-class frictionless experience is the Amazon Go chain of cashier-less convenience stores. These stores seamlessly integrate technology, automation, and customer-centric design principles.

Customers enter the store by scanning a QR code generated from the Amazon Go app on their smartphone. Amazon Go stores are equipped with “Just Walk Out” technology – a combination of computer vision, sensor fusion, and machine learning algorithms. This tracks customers as they move around the store, detecting when they pick up or return items to the

shelves. There are no checkout lines or traditional cashiers. The entire shopping experience is automated, eliminating the need to wait in line to pay for items.

As customers shop, items are added to their virtual cart in the app. When they leave the store, their account is automatically charged for the items they bought, and a digital receipt is sent to their app. By removing traditional retail friction points, Amazon Go delivers a convenient, efficient, and delightful experience that sets a new standard for retail innovation. The data Amazon collects through in-store purchases is linked to customers' online shopping history to build insights and enhance intimacy.

This is also an excellent example of the different emotions at play across the entire Customer Experience Design.

- As they enter, customers feel a sense of intrigue [**curiosity**] as they marvel at the absence of checkout counters and cashiers.
- With each item they pick up, they feel a growing sense of efficiency [**ease**] knowing their selections are automatically added to their virtual cart.
- As they move through the store, they may feel a touch of disbelief [**scepticism**] as to whether the technology will work as promised, doubts that fade as they see their virtual cart updating in real time.
- As they approach the exit, customers experience a mix of anticipation [**excitement**] about the checkout-free experience.
- As they leave, they feel a sense of relief [**satisfaction**] knowing that they've completed their shopping quickly and effortlessly, without the usual checkout hassle.

As with Amazon Go, the customer should be the focal point of your CX strategy. Your strategy should relate to business goals and be seen not as a cost centre but as the foundation for revenue generation (with a budget allocated accordingly) – this will ensure it remains the ‘North Star’ for business decision-making.

In designing your customer experience, consider the peak-end rule which states that memories of any interaction are dictated by the moment of highest intensity, which typically happens towards the end of the process – so make sure you close on a high.

More generally, frictionless CX requires proactivity to anticipate the interactions required to deliver a tailored customer experience. Promote user-friendliness by minimising the customer effort required – deleting unnecessary steps to increase positive interaction with the brand.

Leverage preferred communication channels, whether bricks or clicks or phone, social media or email, and allow choice in interaction, i.e. do not force your channel decision on the customer.

Developing frictionless experiences

If you are unable to apply this philosophy to your customer interactions, your business will ultimately suffer (if it's not already). Wherever you are in your CX maturity, there are small steps that can be taken to elevate your CX strategy.

Below, you will find a development plan aimed at achieving CX growth.

Gate 1: Current State Assessment



Milestone: Understanding the current landscape through surveys, feedback analysis and competitor benchmarking. Remember, CX is a revenue enabler and the customer experience cannot be a barrier to the consumer completing their journey and generating revenue for your company. So, be clear about the problem that your CX strategy aims to solve for your customers.

Impact: Provides insight into pain points and areas for improvement, setting the foundation for future strategies.

Gate 2: Define the Customer Journey Map



Milestone: Mapping out the customer journey from initial contact to post-purchase support, identifying touchpoints and potential areas of enhancement.

Impact: Helps visualise the customer's experience, pinpointing opportunities to delight and exceed expectations.

Gate 3: Establish a Customer-centric Culture



Milestone: Implementing training programmes and internal processes focused on putting the customer at the centre of every decision.

Impact: Ensures alignment across the organisation, fostering a culture of empathy and accountability towards customer satisfaction.

Gate 4: Enhance Personalisation and Engagement



Milestone: Utilising data analytics and CRM systems to personalise interactions and anticipate customer needs.

Impact: Creates memorable experiences tailored to individual preferences, increasing customer satisfaction and loyalty.

Gate 5: Improve Omnichannel Experience



Milestone: Integrating various channels seamlessly to provide a consistent experience across platforms.

Impact: Enhances accessibility and convenience, reducing friction in the customer journey.

Gate 6: Implement Feedback Mechanisms



Milestone: Establishing feedback loops to gather continuous insights and measure customer satisfaction in real time.

Impact: Enables swift identification of issues and opportunities for improvement, demonstrating responsiveness and commitment to customer feedback.

Gate 7: Foster Community and Advocacy



Milestone: Building a community around the brand through social media engagement, loyalty programmes, and customer events.

Impact: Cultivates brand advocates who share positive experiences and attract new customers through word-of-mouth.

Gate 8: Continuously Innovate and Adapt



Milestone: Encouraging a culture of innovation and agility to stay ahead of evolving customer expectations.

Impact: Ensures long-term relevance and competitiveness in the market, maintaining customer loyalty and satisfaction.



Ensuring product/service customer fit

Tesla's electric vehicles (EVs) cater to diverse needs and preferences, whether long-range, high-performance, or eco-conscious driving. Tesla engages with early adopters and enthusiasts to gather insights into how their products are used and perceived. Its approach to product-customer fit delivers EVs with cutting-edge technology, superior performance, and customisable features that differentiate Tesla from other automakers. Here are several compelling arguments in favour of the shift from market to customer-fit:

- **Customer-Centric Focus:** Rather than market demand or competitive positioning, businesses put customers' needs, preferences, pain points, and aspirations at the heart of product development. This fosters empathy, connection, and trust, ultimately leading to more impactful products that resonate with users on a personal level.
- **Enhanced User Experience:** Intuitively designed products that are integrated into users' lives and address specific pain points or desires will deliver experiences that exceed expectations and drive satisfaction and loyalty.
- **Differentiation and Competitive Advantage:** In a crowded marketplace characterised by fierce competition and commoditisation, achieving "product-customer fit" is essential. A strong customer-fit can help businesses carve out a distinctive market position and command premium pricing.
- **Brand Loyalty and Advocacy:** Satisfied customers are more likely to recommend products and champion the brand on social media and review platforms. This word-of-mouth marketing can amplify brand awareness and drive customer acquisition.

Making the customer feel valued and recognised

Many brands owe their success to the emotional connections they have with their customers. To explore how you can do the same, we focus on three household names – Delta Airlines, the Starbucks coffee chain, and accommodation provider Airbnb.

- **Hyper-personalised (HyPe) communication:** Delta delivers flight updates, travel recommendations, and exclusive offers tailored to customers' preferences and loyalty status. That entails leveraging CRM data to understand customer drivers and build out their personas – in effect, creating a digital twin of the individual.
- **Active Listening:** Starbucks actively engages with customers on social media and other channels, responding to feedback, addressing concerns, and inviting dialogue to enhance the customer experience. Take the time to listen to customers' concerns, questions, and feedback. Show empathy by acknowledging their perspective.
- **Prompt Responses:** If a booking falls through at the last minute, Airbnb will offer alternative accommodation with a significant discount to ensure your trip is not ruined. Respond to customer inquiries and concerns promptly: even if you don't have a solution, acknowledge the message and assure them you're working on it.
- **Surprise and Delight:** Delta surprises frequent flyers with unexpected rewards, such as complimentary upgrades, lounge access, and bonus miles, enhancing the overall travel experience. Occasionally surprise customers with gestures such as a handwritten thank-you note, a small gift, or a personalised discount on their next purchase.
- **Express Gratitude:** Starbucks' baristas go the extra mile to personalise the customer experience with handwritten thank-you notes. It's important to acknowledge customers for their loyalty and support – a simple "thank you" can go a long way in making customers feel appreciated.
- **Follow up with Purpose** and meet your promises: Airbnb offers proactive support to guests throughout their stay, addressing issues or concerns promptly and following up to ensure satisfaction, build trust and enhance loyalty. Engage with your customers about their interests or problems – not merely because you wish to sell to them.
- **Reward Loyalty:** Starbucks offers personalised and surprise bonuses to members based on their purchase history and preferences, fostering a sense of recognition and appreciation. Consider implementing a loyalty programme that rewards customers with discounts, exclusive offers or special perks for their repeat business.
- **Seek Feedback:** Starbucks uses feedback on its mobile app and digital payment systems to improve the user experience. Actively seek feedback from customers about their experiences with your products or services – let them know their opinions are valued and that you're committed to improvements based on their input.
- **Stay Transparent:** Be transparent about your products, services, pricing, and policies. Transparency builds trust and shows customers that you value honesty and integrity.
- **Celebrate Milestones:** Starbucks offers customers a free drink through its Birthday rewards programme – what milestone in your relationship with your customer do you wish to reward and how?





Getting to great – CX design

Great CX is about making customer needs the focal point of how services and products are designed. Here are some methods that ensure the customer is at the heart of all you do.

- **Design Thinking:** This human-centred approach to innovation focuses on users' needs, desires, and behaviours. It is an iterative process of empathising with users, defining problem statements, ideating creative solutions, and prototyping concepts. These are then tested with users to iteratively refine and improve the final product or service.
- **Lean Startup:** This emphasises rapid experimentation, validated learning, and iterative development to bring products or services to market more efficiently. It advocates a minimum viable product (MVP), gathering feedback from customers early and often to validate assumptions, identify customer fit, and iterate based on customer insights.
- **Voice of Customer (VoC) Programmes:** These use surveys, interviews, feedback forms, and social media monitoring to capture customers' opinions and insights. These are then systematically analysed to drive improvements in products, services, and processes.
- **Service Design:** This creates seamless and meaningful experiences across all service touchpoints, from initial engagement to post-service interactions. It co-creates service experiences with customers, mapping out service blueprints, and designing service ecosystems that prioritise customer needs, preferences, and emotions.
- **Jobs-To-Be-Done (JTBD):** This focuses on understanding the underlying goals or "jobs" customers are trying to achieve when using a product or service. By identifying the functional, social, and emotional dimensions of these jobs, organisations can design solutions that address customers' unmet needs and deliver superior value.





How do you measure up?

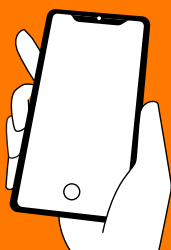
CX is about emotions and experiences – so benchmarking your CX capabilities against those of your competitors and your customers' expectations is as much an art as a science. But there is no 'silver' bullet – no single metric to unlock the secrets of great CX delivery.

You need to assess CX delivery in the specific context of the industry to which you belong and decide which metrics are most relevant for you. Generally, achieving high scores on all chosen metrics should be the goal, but there are exceptions to every rule. For example, it may be necessary to create a more complex journey to render services properly if you work in a heavily regulated industry or one in which health and safety is a particular issue – this is somewhat counter-intuitive if reducing customer effort is one of your key benchmarks!

Also, the degree to which you embrace HyPe and frictionless in your customer experiences depends on the emotions you wish to stir. For instance, fashion brand Hermes creates intrigue

around products such as their famous Birkin by increasing friction and making it hard for customers to buy these items. Once customers have qualified for the purchase, Hermes personalises items to enhance association and connection with their brand.

However, the value assigned to each metric is entirely bespoke to your organisation and must be linked with your core business strategy. It is all about understanding where you want to set limits and which trade-offs you are willing to make. In all benchmarking decisions, focus on what truly matters for your customers: it is not just about interpreting their actions but about understanding the drivers behind them.



Overall, you need to assess your CX initiative against three different types of benchmarks – qualitative, quantitative and cultural. These should reveal where you are and where you should be going. Gathering this data is complex, but your efforts will be rewarded with crucial indicators as to how your CX capabilities compare to best-in-class experiences.

Quantitative benchmarks

Quantitative benchmarks provide the hard metrics underpinning the 'science' part of the CX puzzle. They tell you what is happening – whether customers are happy, where they are struggling to complete their journey and the point at which they abandon it. But they won't tell you why these things are happening – so these quantitative benchmarks must be considered alongside other more qualitative and cultural metrics to build out your understanding of the level of CX you need to provide. Key quantitative metrics include:

- **Customer Satisfaction Score (CSAT):** CSAT is typically measured using a survey question asking customers to rate their satisfaction on a scale, often from "Very Dissatisfied" to "Very Satisfied." CSAT is a straightforward way to gauge satisfaction and identify areas for improvement in the customer experience.
- **Customer Effort Score (CES):** This measures the ease with which customers accomplish specific tasks (making a purchase, resolving an issue, or finding information) when interacting with your company. CES provides a snapshot of the customer experience by asking customers to rate their experience on a scale, often from "Strongly Disagree" to "Strongly Agree." Benchmarking CES scores against industry averages or competitors can help you identify the efficiency of your CX processes and opportunities to reduce customer effort. Research suggests that high CES scores indicate greater customer satisfaction and a higher likelihood of repeat business.
- **Customer Churn Rate:** This measures the percentage of customers who stop using a company's products or services over a specific period. High churn rates may indicate dissatisfaction with the customer experience, prompting customers to look elsewhere. Benchmarking churn rates against industry averages or competitors can help you assess customer retention efforts and identify opportunities for improving them.
- **Net Promoter Score (NPS):** This asks customers how likely they are to recommend the company to others. Responses are categorised into promoters (9-10), passives (7-8), and detractors (0-6), and the NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. Benchmarking NPS scores against industry averages or competitors helps companies assess their brand advocacy and identify opportunities to improve customer loyalty and word-of-mouth referrals.
- **Customer Lifetime Value (CLV):** This quantifies the total revenue a customer is expected to generate over their entire relationship with a company. It provides insights into the long-term value of customers and their impact on business profitability. Benchmarking CLV against industry benchmarks or competitor averages can help companies assess their ability to attract and retain high-value customers.

Behavioural benchmarks

The most accurate way to assess customer satisfaction would be to analyse the width of a person's smile, the joy in a child's laughter, or the emotional satisfaction of the customer. Technology has not yet evolved that far, but here are some additional measurement techniques, some of which are already deployed on the market:

- **Facial Expression Analysis:** Facial recognition technology to analyse customers' facial expressions during interactions with products or services. Facial expressions can provide insights into customers' emotions, such as joy, frustration, or surprise, allowing companies to gauge the effectiveness of their customer experience efforts.
- **Voice Analysis:** Voice analysis software detects changes in customers' tone, pitch, and cadence during interactions with customer service representatives or automated systems. Variations in voice patterns can indicate levels of satisfaction, frustration, or engagement, providing valuable feedback on the quality of the customer experience.
- **Biometric Sensors:** Integrated into physical touchpoints, such as retail stores or interactive displays, these measure customers' physiological responses, including heart rate, skin conductance, and pupil dilation. These can offer real-time insights into customers' emotional arousal and engagement with the brand experience.
- **Emotion Recognition Algorithms:** Use advanced algorithms capable of analysing textual data from customer feedback, social media posts, or online reviews to identify and classify emotional cues, such as sentiment, tone, and context. By automatically categorising emotional responses, you can track changes in customer sentiment over time and tailor your strategies accordingly.



Qualitative benchmarks

The aim of any CX strategy must be to deliver a set of entirely frictionless experiences – a journey that flows so effortlessly that consumers are scarcely aware they have embarked upon it. This can only be achieved through hyper-personalisation – the more customised your services, the less customer effort is required and the more effortless this becomes.

Undertaking qualitative research at the level of an individual customer will complement quantitative benchmarks by assessing the nature of the ‘real-world’ interactions with your CX processes. Benchmarking qualitative feedback against industry best practices or competitor insights can also help you gain a deeper understanding of customer sentiment and inform strategic decision-making.

Here are some of the benchmarks you can use to establish frictionless and hyper-personalised customer experiences.

Frictionless benchmarking

In addition to analysing CES data to compare your CX performance with that of competitors and identify areas for improvement, you can use these benchmarks to uncover points of friction in the customer journey:

- **Mystery Shopping:** Conduct mystery shopping exercises where trained evaluators anonymously interact with your company and competitors as typical customers. Assess the ease of completing common tasks such as making a purchase, contacting customer support, or navigating the website. Compare the effort required at each touchpoint and identify areas where your CX excels or falls short compared to competitors.
- **User Testing and Usability Studies:** Organise user testing sessions to observe real customers as they interact with your website, mobile app, or other digital platforms, as well as those of your competitors. Use usability metrics such as task completion time, error rates, and subjective ratings of ease of use to benchmark the effortlessness of the user experience across different platforms.
- **Customer Feedback Analysis:** Analyse customer feedback from surveys, reviews, and social media to identify themes related to effortlessness. Look for mentions of ease of use, simplicity, and convenience in customer comments about your brand and competitors. Compare the frequency and sentiment of feedback related to effortlessness to gauge relative performance.



Hyper-personalisation

Here, the aim is to identify whether customers believe the service is tailored to their particular needs and the degree to which individual touchpoints are personalised. You can conduct the same research with your competitors' customers to understand how your customer experiences compare to those your competitors are offering.

- **Personalisation Audits:** Conduct audits of your company's personalisation efforts across various touchpoints, including websites, emails, mobile apps, and customer service interactions. Evaluate the level of personalisation in product recommendations, content customisation, messaging, and offers. Compare your personalisation strategies and tactics with those of competitors to assess relative strengths and weaknesses.
- **Customer Segmentation Analysis:** Analyse how effectively you and your competitors segment their customer base and deliver personalised experiences to each segment. Evaluate the criteria used, the granularity of segments, and the degree of personalisation offered to each. Compare segmentation strategies and the level of personalisation across companies to identify opportunities for improvement.
- **Dynamic Content Testing:** Implement A/B or multivariate testing to compare the effectiveness of personalised content and messaging strategies between your company and your competitors. Test variations of personalised content, such as product recommendations, email subject lines, and website messaging, to determine which resonates best with target audiences. Analyse performance metrics to benchmark your personalisation efforts against competitors and optimise strategies accordingly.
- **Cross-Channel Personalisation Analysis:** Evaluate the consistency and seamlessness of personalised experiences across online and offline channels and touchpoints. Assess how your company and your competitors integrate customer data and preferences to deliver cohesive, personalised experiences. Benchmark cross-channel personalisation strategies and execution to identify areas for alignment and improvement.

Cultural benchmarks

Your CX strategy must be the driving force for everyone in your company. Here are some metrics to benchmark the level of employee involvement in this strategy.

- **Employee Engagement and Satisfaction:** Measure this through surveys, feedback sessions, or pulse checks. Engaged employees who believe in your company's mission are more likely to deliver exceptional customer experiences. High employee satisfaction correlates with better customer service and reflects the successful integration of CX into your organisational culture.
- **CX Strategy Alignment Score:** Develop a metric that evaluates how well CX initiatives align with your organisation's mission and strategic objectives. This score can be based on factors such as the clarity of CX goals, their relevance to the mission, and the extent of integration with broader strategic plans.
- **Customer-Centric KPI (Key Performance Indicator) Adoption:** Monitor usage of customer-centric KPIs such as NPS CSAT, and CES across the organisation. Widespread adoption of these metrics demonstrates a company-wide focus on delivering value to customers in line with your organisation's mission.
- **CX Training and Development Participation:** Track participation and completion rates of CX-related training and development programmes among employees. This indicates the organisation's commitment to delivering superior customer experiences by investing in employees' skills and knowledge.
- **CX Impact on Business Performance:** Evaluate the impact of CX initiatives on key business performance metrics, such as revenue growth, customer retention, market share, and brand reputation. A positive correlation between CX efforts and these metrics indicates that the organisation's focus on delivering exceptional customer experiences is driving tangible business outcomes in alignment with its mission.



The benchmark of the future

To provide a sense of where the CX bar might be set in the future, we imagined what the purchase of a pair of running shoes might look like in ten years.

As you approach the store, your heart races with anticipation. The reason you're here is simple yet profound: you want the perfect pair of running shoes for an upcoming marathon. The personalised invitation you received on your smart glasses promised a shopping experience like no other, tailored to your unique needs.

Stepping inside, the world changes around you. It's as if you've entered a realm where the boundaries between the digital and physical are blurred. The walls, adorned with dynamic LED panels, react to your presence, creating a symphony of colour and motion that mirrors your emotions. You can't help but feel a rush of excitement as you venture deeper into this captivating space.

The floor beneath you is a work of art, with intricate patterns of light tracing your every step. It's as if the store itself is guiding you to something extraordinary. The merchandise, displayed on levitating platforms, seems to beckon with an irresistible allure.

Remembering your marathon goal, you approach the customisation station: a holographic interface materialises before you, seemingly aware of your preferences. Designing your unique pair of sneakers is effortless, as you can tweak every detail from the cushioning to the arch support – all optimised for peak performance during the race.

But that's not all. The store offers a running simulator. You step onto a treadmill-like platform, and a VR headset immerses you in a lifelike simulation of the marathon route. As you run, the shoes you designed respond to the virtual terrain, providing real-time feedback on comfort and performance.

The mirror nearby transforms into a display, showing you how your customised sneakers match your existing running gear. The AI assistant in the mirror analyses your running style and suggests subtle alterations to the shoe design to enhance your stride efficiency.

As you approach the checkout area, a biometric scanner effortlessly confirms your identity and the purchase is completed with a thought. No need to reach for a wallet; it's all seamlessly integrated into the store's environment.

Leaving the store, you feel you've experienced shopping in a completely new dimension. It wasn't just about buying sneakers; it was about stepping into a world where your desires were anticipated, your creativity celebrated, and your journey seamlessly merged with technology. With the perfect pair of customised running shoes in hand and newfound confidence, you leave with a sense of wonder and excitement that lingers long after you've stepped back onto the bustling city streets. This experience wasn't just shopping; it was a transformative journey tailored to your passion and aspirations.



As you imagine the experience you might be designing in ten years, ask yourself how technology (including AI) and CX design can work hand-in-hand to deliver outstanding frictionless and Hyper-Personalised experiences.



Plotting your path forward

We have explored myriad ways to improve the experiences you deliver through enhancing customer centricity. You may feel that this is a complex puzzle to assemble but, whenever you are in any doubt, you should always go back to your vision of the emotional journey you want your customers to undertake. Whether it is in reducing anxiety, increasing dopamine or leveraging design thinking to develop new products, great customer experiences always put the customer's interests ahead of anything else.

In the realm of modern business, where customer experience (CX) reigns supreme as a competitive differentiator, the marriage of a robust CX strategy with advanced technology is paramount. The CX strategy serves as the foundation, outlining the vision, goals, and tactics that deliver exceptional experiences to customers. The technology makes it possible.

About the Orange Business CX Practice

Orange Business is trusted by some of the world's biggest brands to help them communicate more effectively with their customers – we work with nine of the top ten and 40 of the top 50 of Interbrand's best global brands. Our mission is to help businesses deliver best-in-class, frictionless customer experiences by simplifying and orchestrating the CX ecosystem.

Through working at the leading edge of CX technology for the past 15 years, Orange Business has amassed a unique combination of consulting and technical capabilities. Our CX Practice unites our unique and extensive expertise across industry best practices, consumer behaviour, brand activation, system architecture, data integration and technical execution. Because we are not tied to one individual vendor, Orange Business provides unbiased advice to customers, collaborating to deliver compelling, consistent, and compliant experiences that enhance engagement between consumers and brands.

About the author



Eliott Henri Van Osselaer is a Principal Business Innovation & Strategy Consultant in Orange Business's European Customer & Employee Experience Business Line. He advises executives on how digital technologies can transform their business models and enhance growth and efficiency. A former entrepreneur, Eliott helps organisations build data-driven centres of excellence that drive cutting-edge omnichannel experiences and promote customer growth and loyalty. These solutions often leverage design thinking to ensure that the customer is at the heart of company strategy.