

Customer experience (CX) maturity model

Customer experience is not a project; it is an organizational discipline. However, many companies struggle to understand exactly where they stand or what “good” looks like.

This CX maturity model is designed to help CX and CS leaders:

- Objectively assess the organization’s current capabilities.
- Create a shared language with executive leadership about what is missing.
- Prioritize specific investments required to move to the next level.

The CX maturity matrix

For each row, identify using the check box which stage (1-4) best describes your current operations.

Stage 1: Ad-hoc	Stage 2: Defined	Stage 3: Managed	Stage 4: Embedded
"CX is support"	CX is important"	"CX is a priority"	"CX is identity"
No executive sponsorship. CX is viewed strictly as a cost center or "complaint department." No dedicated budget.	A Head of CX exists but lacks authority. Leadership talks about CX, but budget decisions prioritize Sales/Product.	C-Level Executive sponsor (CCO/VP) exists. CX goals are aligned with company strategy (e.g., retention, LTV).	CX is the primary competitive differentiator. The CEO drives the mandate. CX dictates the product roadmap.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Voice of the Customer (VoC)

Stage 1: Ad-hoc	Stage 2: Defined	Stage 3: Managed	Stage 4: Embedded
No Formal Loop	Survey-based	Closed-loop	Predictive

Feedback is anecdotal (e.g., sales passing on comments). No systematic collection.	Periodic surveys (NPS/CSAT) sent, but low response rates. Data sits in silos and isn't shared.	Regular feedback across channels. A formal process exists to contact detractors within 24-48 hours.	Real-time sentiment analysis. 100% of feedback triggers an automated workflow. Feedback predicts churn before it happens.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Culture & people

Stage 1: Ad-hoc	Stage 2: Defined	Stage 3: Managed	Stage 4: Embedded
Siloed	Well-intentioned	Collaborative	Customer obsessed
"Customer problems are support's job." No CX training for non-CX staff.	Employees want to help but lack tools/authority. CX training happens only during onboarding.	Cross-functional teams meet monthly to discuss CX. CX metrics impact some management bonuses.	Hiring/firing decisions include CX values. All staff bonuses (including dev/finance) are tied to CX metrics.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Journey mapping & design

Stage 1: Ad-hoc	Stage 2: Defined	Stage 3: Managed	Stage 4: Embedded
Internal focus	Static maps	Service design	Proactive

Processes are designed for internal efficiency. No documented customer journeys exist.	High-level maps exist but gather dust. CX fixes are reactive "band-aids" applied to broken processes.	Detailed journey maps (current state) are active. "Service blueprints" link backend ops to frontend experience.	Future-state maps drive product innovation. Experiences are personalized, proactive, and low-effort.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Data & technology

Stage 1: Ad-hoc	Stage 2: Defined	Stage 3: Managed	Stage 4: Embedded
Fragmented	Messy CRM	Connected	Unified platform
Customer data lives in spreadsheets and isolated tools. No single view of the customer.	CRM exists but data hygiene is poor. Support tools don't talk to sales tools (e.g., Jira vs. Salesforce).	"Single view of customer" is forming. Systems integrate via API to share context.	Unified data platform. AI/ML suggests "Next best action" for every customer automatically.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scorecard

Dimension	Your score (1-4)	Target score (12 months)	Notes /observations
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Strategy & Leadership	[]	[]
Voice of the Customer	[]	[]
Culture & People	[]	[]
Journey Mapping	[]	[]
Data & Technology	[]	[]
Total score	/ 20	/ 20

- **5 - 8 Points: Ad-hoc (High risk)** You are in "fire-fighting" mode. The customer experience is inconsistent and dependent on individual heroics.

Focus: Establishing basic consistency and gathering baseline feedback.

- **9 - 13 Points: Defined (Building foundations)** You have good intent, but execution is siloed. You know what needs to be done, but lack the systems to scale it.

Focus: Breaking down silos and implementing a closed-loop feedback process.

- **14 - 17 Points: Managed (Strong performer)** You are a reliable, customer-centric organization. You solve problems quickly.

Focus: Moving from "solving problems" to "preventing problems" via data.

- **18 – 20 Points: Market leader (Differentiation)** CX is your growth engine. Your experience is seamless and predictive.

Focus: Innovation and automation.