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Treating CX like a program is like running outdated software: it works for a while but eventually crashes, leading to frustration. A CX strategy must function as an operating system—interconnected and driving every part of your business, with regular diagnostics and constant updates.

When you treat CX as a series of disconnected projects, quick wins, or department-specific initiatives, the system runs slow, crashes, and frustrates both employees and customers. If you optimize one piece of the puzzle—like speeding up delivery times—but neglect another—like ensuring product quality or support responsiveness—the whole experience falls apart.

A few years ago, I worked with a company that wanted to revolutionize their customer experience. Their leadership team was all in: faster shipping, better customer support, and a user-friendly website. But in the pursuit of these individual goals, their system broke.

- Faster shipping meant the warehouse team rushed orders, which increased product defects.
- The website redesign improved user navigation but overcomplicated the checkout process, increasing cart abandonment.
- Customer support agents were trained to respond faster, but without new tools, their answers lacked depth, leaving customers frustrated.

They treated CX like a collection of projects. Each team optimized for its own metrics, but nobody considered CX holistically—as a system in which all the parts (people, processes, technology) must work together seamlessly.

Think of CX like a brand-new computer with cutting-edge processors and lightning-fast speed—but running an outdated operating system. Sure, the hardware is impressive, but it's prone to glitches, crashes, and inefficiency without updated software to match.

CX works the same way. If you focus on only one part—like faster shipping or better tools—while neglecting the bigger system, you'll leave customers with a subpar experience. A proper CX strategy requires all parts of the system to work together seamlessly, be up-to-date, aligned, and optimized.

To truly deliver exceptional Customer Experience, you need to adopt systems thinking. Here's what that means:

- 1. View CX Holistically: It isn't a program or a project. It's not something that gets launched, completed, and crossed off the list. It's an operating system one that drives every part of your business. Your strategy should connect the dots between all touchpoints, ensuring the entire experience works in harmony to deliver customer value.
- 2. **Understand Interconnectedness:** Every change you make impacts the system. The CX team's job is to ensure that one improvement doesn't harm another area.
- 3. **Create and Communicate a CX Vision:** A successful CX strategy begins with a clear, inspiring vision that aligns the entire organization. This vision must be communicated consistently, taught to employees at every level, and reinforced in day-to-day operations.
- 4. **Nurture a CX Mindset:** Systems are only as strong as the people operating them. CX isn't just processes and technology; it's also your employees.
- 5. **Monitor, Adjust, and Evolve:** A CX system isn't static. It requires continuous monitoring, evaluation, and updates because customer expectations are constantly evolving.

A systems thinking approach ensures that these teams are working toward the same outcomes and aren't accidentally optimizing in silos.

My challenge to you is to take a step back and examine your current CX efforts. Are you optimizing for isolated metrics or building an interconnected system?

## Ask yourself:

- Is my CX strategy truly holistic?
- Are customer- and non-customer-facing teams aligned and aware of their impact on the customer experience?
- Are we operating in silos?
- Are we proactively adapting our systems as customer needs evolve?

## If you're ready to move from CX-as-a-project to CX-as-an-operating-system, let's connect.

I'm here to share insights, frameworks, and strategies to help you orchestrate customer experiences that create lasting loyalty and drive actual business results.

Let's get CX running at full capacity—seamless, efficient, and future-ready.



## About the Author: Ed Murphy, President, ImprintCX

Co-founder and President of Imprint CX, a modern marketing and customer experience services company. Ed has achieved a very successful career by building relationships and providing innovative solutions to meet clients' needs. With over thirty years as a global researcher, management consultant, and business leader, Ed brings his experience, expertise, and passion to every consulting assignment. To learn more about ImprintCX contact Ed at Ed@imprintcx.com.



ImprintCX is a modern marketing and customer experience services company that seamlessly combines insights, consulting, and activation into one integrated offering. The company is powered by sophisticated analytics, deep human understanding, and design thinking to help organizations develop and deploy retention and lifetime value strategies for their high impact customers. Collectively, the ImprintCX team has developed and lead hundreds of customer experience transformations for Fortune 500 companies such as Mercedes Benz, Honeywell, Pizza Hut and Walmart.com.