

The D.R.I.V.E.R.S. of B2B Customer Experience

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1 Executive Summary

Customer Experience (CX) has become the common performance language across every organisation that serves people — whether those people are clients, citizens, or internal users.

In both B2B and public sector settings, expectations have converged around one simple demand: **consumer-grade simplicity with enterprise-grade accountability.**

The evidence is decisive. CX leaders grow revenue up to 80 per cent faster than competitors, while a 5 per cent improvement in retention can lift profits by 25 per cent or more. Yet many organisations still treat CX as a survey score, not a system. They measure sentiment but fail to operationalise it.

Oak Consult's **D.R.I.V.E.R.S. Framework** closes that gap.

It translates the cultural principles captured in *The A-Z of Customer Experience (2025 Edition)* into seven measurable drivers that define modern success:

Delivery · Relationships · Insight · Value · Ease · Recovery · Strategic Partnership

Each pillar is grounded in current research and proven practice across commercial and public-service environments. Together they form a repeatable model for measurable trust, value realisation, and loyalty.

This whitepaper explains how to apply D.R.I.V.E.R.S. inside your organisation — aligning leadership intent, operational design, and customer truth.

It is written for executives who believe experience is no longer a soft metric but a strategic discipline. Use it to benchmark your current capability, test your assumptions, and build a CX system that earns trust every day.

And if, once you've explored it, you want help turning principle into practice, Oak Consult can guide you through the implementation journey.



2 Introduction – The New Currency of Trust

A Changing Expectation Landscape

Over the past decade, the boundary between commercial and public service experience has almost disappeared. Citizens expect government services to be as clear and intuitive as the apps they use at home. Procurement teams expect the same transparency and responsiveness from suppliers that consumers demand from online retailers. Every interaction is now judged by its **effort, clarity, and consistency**.

Why the A–Z Still Matters

When Oak Consult first published *The A–Z of Customer Experience* in 2014, the message was simple: empathy, consistency and recovery are the true hallmarks of loyalty. We morphed and updated this into the A to Z of B2B Customer Experience this year. A decade later those truths have not changed — but the context has. Digital journeys, data-driven insight and accessibility now define the customer's emotional memory. The A–Z remains the cultural compass: twenty-six principles that describe what great feels like from the customer's side of the table.

From Principle to Proof

Today's leaders need more than values; they need evidence.

Boards and departments alike are under pressure to show that investments in customer experience produce measurable outcomes: faster onboarding, lower effort, higher renewal, stronger advocacy. That requires an operating model, not just enthusiasm — a way to translate intent into consistent, data-driven delivery.

Introducing D.R.I.V.E.R.S.

The **D.R.I.V.E.R.S. Framework** (Delivery, Relationships, Insight, Value, Ease, Recovery, Strategic Partnership) provides that bridge.

It distils the breadth of the A–Z into seven pillars that can be audited, benchmarked and improved. Each driver combines human understanding with operational discipline: from reducing customer effort to proving financial value and strengthening institutional trust.

The CX Dividend

The research is clear:

- A 5 per cent increase in retention can raise profit by 25 per cent or more.
- Organisations that excel in ease-of-doing-business see loyalty rise by 22 per cent.
- Service-recovery done right can turn 95 per cent of dissatisfied customers into advocates.

The dividend is not just commercial; in the public sector it restores confidence in government itself. Every frictionless transaction, every transparent update, rebuilds the social contract.

Purpose of This Whitepaper

This whitepaper sets out how to:

1. Link the cultural DNA of the A–Z with the operational discipline of D.R.I.V.E.R.S.;
2. Measure what matters — turning satisfaction into retention, and retention into growth;
3. Create a CX rhythm that drives both organisational efficiency and customer trust.

Its goal is practical: **help you apply the model inside your organisation.**

Whether you operate a global SaaS platform or a local authority service, the principles are the same — see through your customer's eyes, act on what you see, and measure the difference it makes.



3 The Evolution – From A to Z Principles to the D.R.I.V.E.R.S. Framework

From Values to Verification

In 2025, the B2B customer experience challenge has shifted from away from needing a leadership guide to empathy, consistency, and recovery. Leaders now need proof that their culture delivers measurable impact. Boards, investors, and public sector leadership want evidence: reduced churn, faster onboarding, higher trust scores, stronger advocacy.

That is the moment when principles must become performance systems. The A–Z remains the emotional foundation; **D.R.I.V.E.R.S.** turns that intent into a data-driven operating model.

The Compression of 26 Principles into 7 Drivers

Each of the 26 themes in the A–Z maps naturally to one of the seven D.R.I.V.E.R.S. pillars below.

D.R.I.V.E.R.S. Pillar	Core A–Z Themes	Shift in Focus
Delivery	Accountability · Consistency · Reliability · Zero Surprises	From effort and error to evidence and uptime.
Relationships	Human Connection · Mutual Respect · Year-Round Engagement	From account management to trusted partnership.
Insight	Data-Driven Insight · KPI Alignment · Journey Mapping	From reporting what happened to predicting what's next.
Value	Business Outcomes · Value Realisation · Loyalty	From satisfaction to quantifiable ROI.
Ease	Effortless Experience · UX · Workflow Automation · Omnichannel Support	From convenience to measurable Customer Effort Score.
Recovery	Issue Resolution · Transparency · Trust	From apology to systemic learning.
Strategic Partnership	Strategic Alignment · Long-Term Commitment · Shared Growth	From supplier status to co-innovation.

This compression is deliberate. It turns a broad behavioural manifesto into a **repeatable governance model** — one that can be measured, benchmarked, and improved over time.



The Common Thread — Seeing Through the Customer’s Spectacles

Both frameworks share one truth: credibility lives in what the customer would recognise.

The A–Z teaches leaders to see through the customer’s spectacles; D.R.I.V.E.R.S. equips them to measure what the customer sees.

Together, they close the loop between **intent**, **execution**, and **evidence** — forming the backbone of modern CX maturity.

Why Integration Matters Now

- **Economic Pressure** — Procurement teams and public-sector finance functions are demanding quantifiable value for every renewal.
- **Technological Acceleration** — AI-driven analytics now make predictive CX management possible at scale.
- **Human Expectation** — People compare every experience to the best they’ve ever had, regardless of sector.

In that environment, fragmented initiatives or single-function ownership no longer work. The combined A–Z + D.R.I.V.E.R.S. model offers a single, integrated view of cultural and operational performance — one that bridges customer empathy with enterprise accountability.

5 The Outcome of Convergence

Organisations that embed both layers see three predictable gains:

1. **Retention Lift** — Fewer surprises, faster recovery, stronger renewals.
2. **Revenue Lift** — Clearer value proof and cross-sell opportunities.
3. **Reputation Lift** — Transparent, human service that earns advocacy and public trust.

The message is simple: **Principles build belief; frameworks build results.**

Every sustainable CX strategy now requires both.

4. The D.R.I.V.E.R.S. Pillars – Research, Practice & Proof

4.1 Delivery – Reliability, Transparency, and the “Zero Surprises” Standard

Why Operational Consistency Is the Non-Negotiable Baseline

Delivery is where every promise becomes proof. In both B2B and public-sector settings, reliability is the single biggest determinant of trust. If performance wavers, even once, confidence collapses — and with it, renewal likelihood.

Consistent delivery signals maturity: processes are stable, accountability is visible, and every handoff is predictable. When customers and citizens can rely on you without chasing for updates, they begin to plan with you, not around you.

A “zero surprises” approach transforms reliability from an internal KPI into a visible reassurance of credibility.



Best Practices

1. **SLA Visibility & Control** — Track and publish performance against clear Service Level Agreements. Visibility builds confidence; opacity breeds doubt.
2. **Seamless Handoffs** — Close the gap between sales, onboarding, and support. A disciplined transition prevents the drop in momentum that often triggers early churn.
3. **Variance Reduction** — Standardise core workflows to ensure every customer receives the same dependable experience. Identify deviations early and correct them quickly.
4. **Proactive Communication** — Replace incident apologies with early warnings. Inform before impact; it’s the hallmark of professional maturity.
5. **Transparent Roadmaps** — Share product or service roadmaps openly. Predictability reassures customers that you’re in control and improving continuously.

Key Metrics

Measure	Target / Benchmark	Purpose
SLA Compliance	> 95 % on critical metrics	Demonstrates operational reliability and control.
Mean Time to Resolve (MTTR)	< 24 hours for P1 issues	Shows responsiveness and incident discipline.
Onboarding Time-to-Value (TTV)	30–45 days typical	Confirms speed to first tangible benefit.
Variance Index	Low deviation between regions or accounts	Indicates predictability and fairness.
Transparency Score	% of customers with access to live status data	Reinforces trust through openness.

4.2 Relationships – From Human Connection to Strategic Trust

Why Human Connection Is the Currency of Long-Term Loyalty



Relationships are the emotional core of every great customer experience. Products and platforms create access — but people create trust.

In B2B and public-sector settings alike, confidence grows when customers or citizens feel known, understood, and supported by individuals who care. The data is unambiguous: **88 % of B2B buyers purchase only from suppliers they perceive as trusted advisors**, and **relationship quality is one of the top three predictors of renewal**.

In public services, the same dynamic underpins compliance and confidence — the assurance that a real person, not just a system, is accountable. Strong relationships turn process into partnership.

Best Practices

1. **Executive Alignment** — Pair each major customer or agency with an executive sponsor who engages quarterly at a strategic level. This signals commitment and creates escalation-free influence.
2. **Multi-Threaded Engagement** — Build relationships at multiple levels — operational, managerial, executive — to avoid single-point-of-failure risk when key contacts leave.
3. **Empathy in Action** — Equip account or relationship managers with industry insights and context so empathy is informed, not generic.
4. **Strategic QBRs (Quarterly Business Reviews)** — Shift QBRs from retrospective reporting to forward-looking, co-authored planning sessions.
5. **Feedback Loops that Close** — When customers or citizens offer input, respond visibly. “You said / We did” updates prove respect and listening.

Key Metrics

Measure	Target / Benchmark	Purpose
Trusted Advisor Score (TAS)	≥ 8 / 10 (qualitative benchmark)	Gauges depth of perceived partnership and credibility.
Executive Engagement Rate	≥ 1 senior interaction / quarter	Demonstrates leadership visibility and commitment.
Stakeholder Breadth Index	≥ 3 active contacts per account	Reduces relationship fragility and churn risk.
Reference / Advocacy Rate	% of customers acting as public reference	Indicates maturity and satisfaction.
Relationship NPS (RNPS)	+50 or higher	Measures emotional loyalty beyond product quality.

4.3 Insight – Turning Data into Foresight

Why Insight Is the Differentiator Between Vendor and Advisor

In a world saturated with information, customers don't need more data — they need meaning. Insight is what separates reactive suppliers from strategic advisors. It converts reporting into foresight, helping clients anticipate opportunities and avoid risks.

For B2B organisations, data-driven foresight strengthens renewal conversations: you're not just recounting past performance — you're revealing what comes next. In the public sector, the same principle builds public confidence and policy agility: decisions guided by real user data feel fairer, faster, and more transparent.

Proactive insight transforms CX from a service cost to a **strategic growth lever**.



Best Practices

1. **Health Scoring Systems** — Combine usage data, satisfaction trends, and support history into a predictive Customer Health Score to spot risk before churn occurs.
2. **Proactive Alerts & Outreach** — Use telemetry or analytics to identify behavioural triggers and reach out before the customer raises a hand.
3. **Foresight Reviews** — Replace backward-looking reports with forward-looking “foresight sessions” that identify emerging needs and co-create next steps.
4. **Usage-to-Outcome Mapping** — Translate feature adoption into business outcomes the customer or citizen values most.
5. **Knowledge-Sharing Culture** — Capture and analyse repeated queries or issues across clients to identify systemic improvement opportunities.

Key Metrics

Measure	Target / Benchmark	Purpose
Customer Health Score Accuracy	≥ 80 % predictive reliability	Validates insight quality and early-warning capability.
Proactive Outreach Ratio	≥ 1 proactive contact for every 3 reactive tickets	Demonstrates shift from support to foresight.
Feature Adoption Index	≥ 70 % utilisation of key capabilities	Correlates adoption with realised value.
Insight-to-Action Rate	% of foresight recommendations implemented	Measures how effectively insights translate into change.
Churn Prevention Attribution	% of at-risk accounts saved through early intervention	Quantifies the financial impact of proactive insight.

4.4 Value – Proving ROI and Realising Outcomes

Why Value Visibility Turns Satisfaction into Renewal



Delivering value is not enough — your customers and stakeholders must see it.

In B2B and public-sector contexts alike, investment decisions are now data-driven and scrutiny-heavy. Renewal, re-award, or reinvestment only happen when decision-makers can trace clear evidence of return.

The discipline of **Value Realisation** translates outcomes into tangible, financial, or mission-aligned proof.

In the private sector, this means quantifying efficiency gains, revenue growth, or cost avoidance. In the public sector, it means measurable service improvement — faster processing, higher citizen satisfaction, lower administrative burden.

When you can demonstrate both **time-to-value (TTV)** and **total impact**, you turn customer experience into a measurable business case.

Best Practices

1. **Joint Success Planning** — Define success collaboratively at the outset, capturing both business and user outcomes that matter to the customer or citizen.
2. **Track Time-to-Value (TTV)** — Measure the gap between onboarding and the first moment of realised benefit; shorter TTV correlates directly with retention.
3. **Value Reviews, Not Status Reviews** — Structure quarterly meetings around ROI stories, quantified savings, and achieved objectives — not ticket volumes.
4. **Quantify Soft Value** — Translate qualitative wins (reduced stress, improved compliance confidence, staff morale) into proxy metrics.
5. **Everboarding for Continuous Adoption** — Provide ongoing education so customers use more of what they bought; adoption depth equals value depth.

Key Metrics

Measure	Target / Benchmark	Purpose
Net Revenue Retention (NRR)	> 100 %	Indicates expansion and proof of value.
Time-to-First-Value (TTV)	≤ 30 days typical	Demonstrates rapid realisation of benefit.
Outcome Achievement Rate	≥ 75 % of agreed goals	Measures delivery against customer-defined success.
Adoption Rate of Core Features	≥ 70 %	Links utilisation to realised ROI.
ROI Scorecard Completion	Quarterly	Creates visible, quantifiable value stories.

4.5 Ease – The Effortless Experience

Why Ease Is the Strongest Predictor of Loyalty

The easier you make it to do business with you, the more loyal your customers become.

In B2B and public-sector environments, *Ease* has overtaken satisfaction as the most accurate predictor of future behaviour. When interactions are simple, predictable, and respectful of time, confidence and advocacy follow.

Research confirms that reducing effort delivers disproportionate returns:

- A 22 % increase in loyalty when Customer Effort Score (CES) improves from low to high.
- 70 % of customers abandon a brand after two bad experiences.
- 54 % leave when forced to repeat their issue multiple times.



Ease is empathy operationalised. It's not just about speed; it's about removing friction that wastes the customer's time or energy.

Best Practices

1. **Streamline Processes** — Remove unnecessary steps, forms, and approvals. Automate repetitive tasks to save time for both sides.
2. **First Contact Resolution (FCR)** — Empower front-line teams to solve problems without escalation; customers value closure over process.
3. **Omnichannel Continuity** — Ensure customers can move between channels (chat, portal, phone, email) without repeating themselves.
4. **Effective Self-Service** — Provide knowledge bases and AI tools that resolve 90 % of routine issues quickly — with clear paths to human help when needed.
5. **Policy Flexibility** — Review rigid procedures that create friction. In government, this means integrated “tell-us-once” systems; in B2B, simplified returns or approvals.

Key Metrics

Measure	Target / Benchmark	Purpose
Customer Effort Score (CES)	≥ 5.5 / 7	Primary predictor of loyalty.
First Contact Resolution (FCR)	≥ 80 %	Indicates ability to resolve without escalation.
Contact Repetition Rate	≤ 10 %	Shows effectiveness of information continuity.
Average Handling Time (AHT)	Trend downward with satisfaction stable	Demonstrates efficiency without quality loss.
Self-Service Deflection Rate	≥ 70 % of routine queries	Indicates frictionless digital support.

4.6 Recovery – The Service Recovery Paradox

Why Recovery Defines Your Real Credibility



Every organisation is judged not by the absence of problems but by how it behaves when things go wrong.

A seamless service day is soon forgotten; a failure handled with honesty, empathy, and speed becomes the story customers retell.

This is the **Service Recovery Paradox** in action — the finding that customers who experience a well-managed failure often become *more loyal* than those who never experienced one at all.

Research shows that **70 % of customers will return if their complaint is resolved satisfactorily**, rising to **95 % when the resolution is fast and fair**.

For the public sector, recovery moments restore confidence in institutions; for B2B providers, they transform risk into proof of partnership.

Best Practices

1. **Respond Fast and Take Ownership** — Acknowledge the issue immediately, even before you have the fix. Visible ownership calms emotion and builds trust.
2. **Empathise and Apologise Credibly** — A genuine apology and understanding of impact matter more than scripted statements.
3. **Make It Right (Proportionate Restitution)** — Offer fair compensation, service credit, or an act of goodwill that shows you value the relationship over the transaction.
4. **Communicate Transparently** — Explain what happened, what you're doing, and how you'll prevent recurrence. Keep customers informed at regular intervals.
5. **Close the Loop and Learn** — Follow up after resolution with a root-cause summary and improvements made; turn incidents into prevention assets.

Key Metrics

Measure	Target / Benchmark	Purpose
Time-to-Acknowledge (TTA)	≤ 1 hour for critical incidents	Measures responsiveness and ownership.
Time-to-Resolve (TTR)	< 24 hours for P1 issues	Demonstrates efficiency and focus.
Service Recovery Satisfaction (SRS)	≥ 80 % positive	Gauges quality of post-incident experience.
Repeat Incident Rate	≤ 5 %	Indicates learning and systemic improvement.
Retention After Incident	≥ 95 %	Confirms recovery success and loyalty preservation.

4.7 Strategic Partnership – Shared Ambition and Co-Created Growth

Why Strategic Partnership Is the Peak of Customer Experience Maturity

True customer experience excellence doesn't stop at satisfaction or loyalty — it matures into shared ambition.

A **Strategic Partnership** exists when customer and provider (or government and citizen body) plan together, innovate together, and succeed together.

In B2B, partnership maturity means you're embedded in the client's strategy — not just a line item on their budget.

In the public sector, it means collaborating across departments or with suppliers to deliver citizen outcomes no single organisation could achieve alone.



The research is clear: **accounts engaged in joint planning and co-innovation show 83 % higher retention and 2.3× more expansion revenue.** When customers feel genuine influence and co-ownership, trust becomes structural — not situational.

Best Practices

1. **Co-Create Roadmaps and OKRs** — Involve customers or agency partners in setting future objectives; shared planning builds commitment.
2. **Establish Customer Advisory Boards (CABs)** — Create structured forums for clients or stakeholders to shape your direction and validate priorities.
3. **Joint Success Stories** — Celebrate shared wins through joint case studies or public communications — visibility strengthens mutual credibility.
4. **Long-Term Agreements** — Move beyond annual renewals to multi-year, value-based partnerships with flexibility built in for innovation.
5. **Innovation Partnerships** — Identify opportunities to co-develop new features, services, or policies where both parties have skin in the game.

Key Metrics

Measure	Target / Benchmark	Purpose
Net Revenue Retention (NRR)	≥ 120 %	Indicates sustained expansion and loyalty.
Partnership Longevity Index	% of clients retained 5+ years	Measures long-term embeddedness.
Joint Initiative Count	≥ 2 per strategic account annually	Tracks tangible collaboration and innovation.
Advisory Board Participation Rate	≥ 80 % of top clients	Demonstrates engagement in strategic dialogue.
Advocacy / Reference Ratio	≥ 50 % of strategic accounts	Confirms partnership strength and reputational trust.



5 Quantifying Success – The ROI & Simplicity Equation

Why Measurement Turns Belief into Credibility

CX programmes win executive confidence only when they prove financial and operational value. The challenge is that customer experience metrics (NPS, CSAT, CES) often sit in isolation from the language of the boardroom — ROI, cost-to-serve, retention yield. The D.R.I.V.E.R.S. framework resolves this divide by linking *Simplicity* (low effort) to *Value Realisation* (high return).

Below is **ROI & Simplicity Equation** — a universal logic that applies equally to SaaS customers and public-service users.

Reduced Effort × Faster Time-to-Value = Increased Retention + Lower Cost of Ownership + Higher Trust



The Three Core Hypotheses

Hypothesis	Premise	Expected Outcome
H1 – The Simplicity-ROI Correlation	Adherence to design principles such as “Do the hard work to make it simple” lowers Customer Effort Score (CES) and accelerates Time-to-Value (TTV).	Organisations with consistently low CES achieve 20–25 % faster renewals and reduced churn.
H2 – Resilience Over Prevention	A well-structured Service Recovery Plan delivers greater long-term retention uplift than incremental failure reduction alone.	Fast, transparent recovery increases post-incident trust by up to 25 %.
H3 – Proactive Foresight as an Expansion Lever	Predictive, telemetry-driven outreach doubles Customer Success Qualified Leads (CSQLs) versus reactive sales approaches.	Converts retained accounts into growth accounts through data-driven insight.

The Four-Step Value Realisation Framework

Adopted from our D.R.I.V.E.R.S. research, this model turns qualitative success into quantifiable ROI.

1. **Identify Pain Points** – Define the cost or risk of current inefficiencies.
2. **Map Features to Outcomes** – Link every product or service capability to a customer KPI.
3. **Quantify the Benefits** – Use telemetry and financial baselines to translate outcomes into pounds saved or generated.
4. **Calculate the Cost of Inertia** – Show that not improving is often 5–10× more expensive than the investment required.

The result is a transparent, evidence-based case for investment and renewal — one that resonates with CFOs and Chief Executives alike.

Key Metrics for the ROI & Simplicity Equation

Category	Metric	Benchmark / Target	Insight
Financial	Net Revenue Retention (NRR)	≥ 110 %	Quantifies expansion value from existing customers.
Efficiency	Time-to-Value (TTV)	≤ 30 days	Converts CX quality into measurable productivity gains.
Effort	Customer Effort Score (CES)	≥ 5.5 / 7	Directly linked to renewal and advocacy.
Trust	Service Recovery Satisfaction (SRS)	≥ 80 %	Measures how effectively credibility is restored.
Adoption	Feature Adoption Rate	≥ 70 %	Evidence of realised value across use cases.

Turning Numbers into Narrative

Measurement alone doesn't persuade — storytelling does. The most successful organisations pair data with narrative: quarterly **Value Snapshots** that combine quantified ROI with human outcomes. For public services, this might mean publishing efficiency gains and satisfaction trends side-by-side; for B2B, presenting time-saved, cost-avoided, or revenue-created metrics alongside customer quotes.

When performance data and human impact appear in the same frame, credibility becomes visible.





6 Implementation Blueprint – Turning Insight into Action

Why Execution Turns Frameworks into Momentum

Even the strongest CX strategy fails without rhythm and ownership.

The D.R.I.V.E.R.S. model is designed not as a report but as a *system* — one that embeds delivery discipline, relationship depth, and insight-driven foresight into everyday operations.

Implementation is about sequencing: building the internal maturity to sustain CX excellence at scale. Whether you run a commercial enterprise or a public agency, the path to measurable impact follows three repeatable phases.

Phase 1 – Audit & Align

Purpose: Establish a factual baseline and clear ownership.

- **CX Maturity Assessment** – Audit governance, data flow, and service design against the seven D.R.I.V.E.R.S. pillars.
- **Define Accountability** – Appoint senior sponsors for each pillar: Delivery → Ops Director; Relationships → Customer Success Lead; Value → Finance Partner, etc.
- **Voice of Customer / Citizen Mapping** – Integrate feedback channels (survey, social, frontline insight) into one source of truth.
- **Prioritisation Heatmap** – Rank friction points by impact and effort; focus first on the 20 % of fixes that remove 80 % of pain.

Output: CX Baseline Report + Action Heatmap.

Phase 2 – Pilot & Prove

Purpose: Demonstrate visible, early value to build momentum.

- **Select One Anchor Account or Service** – Choose a contained environment to prove the model.
- **Apply D.R.I.V.E.R.S. Metrics** – Measure SLA reliability, CES, TTV and NPS before and after intervention.
- **Run a 90-Day Improvement Cycle** – Weekly delivery reviews, monthly foresight sessions, quarterly value snapshot.
- **Communicate Quick Wins** – Share metrics and stories internally and externally to demonstrate credibility.

Output: 90-Day Pilot Dashboard + Executive Summary of ROI.

Phase 3 – Embed & Scale

Purpose: Institutionalise the behaviours and measurement rhythm.

- **Integrate CX into Governance** – Add D.R.I.V.E.R.S. metrics to board packs and performance reviews.
- **Create Cross-Functional CX Forum** – Monthly session joining Sales, Service, Product and Finance to review the Heatmap and assign next actions.
- **Automate Measurement** – Build dashboards linking operational data (SLAs, tickets, telemetry) with financials (NRR, cost-to-serve).
- **Train and Reward** – Align recognition schemes with retention, value, and trust KPIs, not just volume or speed.
- **Continuous Iteration** – Review one pillar per quarter, closing the loop via the “measure → act → communicate → learn” cycle.

Output: Integrated CX Metric Dashboard + annual Value Realisation Report.

Tools and Templates to Support Execution

<i>Tool</i>	<i>Purpose</i>	<i>Usage Frequency</i>
<i>Integrated CX Metric Dashboard</i>	Real-time visibility of SLA, CES, TTV, NRR.	Continuous
<i>Service Resilience Playbook</i>	Standard response scripts and comms plan for incidents.	As needed
<i>Value Realisation Toolkit</i>	Templates for success planning, ROI calcs, and value snapshots.	Quarterly
<i>Digital Service Iteration Model</i>	Closed-loop system linking feedback to product/service updates.	Ongoing

Governance Cadence – The Oak GROWTH Connection

Tie D.R.I.V.E.R.S. implementation to Oak’s **G.R.O.W.T.H. Governance Framework**:

- **G** – Governance: cadence and data flow.
- **R** – Responsibility: clear ownership per pillar.
- **O** – Opportunities: growth and efficiency gains surfaced via insight.
- **W** – Weaknesses: systemic gaps from Heatmap review.
- **T** – Threats: external pressures (market, policy, tech).
- **H** – Heatmap: visual tracker of progress.

This alignment keeps CX management visible at executive level and ensures action follows evidence.



7 Case Highlights & Best Practice Snapshots

Why Case Evidence Matters

Frameworks inspire confidence; proof inspires action.

Leaders commit to transformation when they can see tangible examples of peers translating principles into measurable results. The following snapshots illustrate how the **D.R.I.V.E.R.S. framework** performs across different contexts — B2B technology, professional services, and public sector operations — proving that simplicity, foresight, and trust create value everywhere.

Case 1 – Proactive Foresight Reduces Downtime (Technology Sector)

Context: A managed cloud provider faced rising churn among mid-market clients despite 99 % uptime.

Action: Using the *Insight* and *Recovery* pillars, they implemented telemetry-based monitoring and proactive customer health scoring. Alerts triggered outreach before customers noticed performance issues.

Result:

- 27 % drop in support tickets within 6 months.
- Renewal rate up from 86 % → 94 %.
- Clients cited “transparency and early warning” as top satisfaction drivers.

Lesson: Data-driven foresight turns operational stability into visible reliability — converting hidden competence into customer trust.

Case 2 – Seamless Onboarding in Professional Services

Context: A consultancy delivering digital transformation projects was losing clients in the first 90 days.

Action: They applied the *Delivery* and *Value* pillars — standardising onboarding, defining joint success plans, and publishing “Time-to-Value” dashboards.

Result:

- Time-to-First-Value cut from 90 days to 35 days.
- Client NPS + 32 points in two quarters.
- Project overruns reduced by 40 %.

Lesson: Predictable delivery and shared measurement build immediate confidence and long-term retention.

Case 3 – Recovery Rebuilds Public Trust (Government Services)

Context: A national agency suffered a major service outage that delayed applications for several days.

Action: Adopting the *Recovery* pillar, they launched a transparent public dashboard, daily update bulletins, and a formal Service Resilience Playbook for future incidents.

Result:

- 95 % of affected users returned within 30 days.
- Complaints fell below pre-incident levels within three months.
- Internal audit praised “clarity of communication and ownership.”

Lesson: Fast, honest recovery can strengthen rather than damage institutional credibility.

Case 4 – Co-Innovation Strengthens Strategic Partnership (Enterprise SaaS)

Context: A global SaaS vendor wanted to increase share of wallet among its top 20 clients.

Action: It implemented the *Strategic Partnership* pillar — establishing Customer Advisory Boards, co-creating roadmaps, and publishing quarterly joint success stories.

Result:

- Net Revenue Retention exceeded 125 %.
- 6 of 10 advisory clients acted as public advocates.
- Two clients co-developed new modules now sold to others.

Lesson: Inviting customers into the innovation process turns retention into shared growth.

Case 5 – Simplifying Citizen Services through Ease and Insight

Context: A regional council integrated multiple citizen-facing services into a single online portal.

Action: Guided by the *Ease* and *Insight* pillars, they applied user-centred design (“Do the hard work to make it simple”) and data analysis to prioritise high-friction transactions.

Result:

- Average transaction time down 45 %.
- Citizen satisfaction up 18 points.
- Staff time saved equivalent to 15 FTEs annually.

Lesson: Simplicity delivers savings — reducing internal effort while improving external perception.





8 Leadership Imperative – Culture, Consistency & Courage

Why Customer Experience Leadership is a Discipline, Not a Department

Customer Experience is no longer a project or a promise; it is the way organisations prove their integrity. The leaders who succeed in this new environment recognise that **trust is earned operationally, not declared rhetorically**.

Boards talk about culture. Customers and citizens feel consistency. When systems deliver predictably, communication is transparent, and problems are owned rather than hidden, confidence compounds.

From Principle to Proof

The *A-Z of Customer Experience* defines how a customer-centred culture should think. The *D.R.I.V.E.R.S. Framework* defines how that culture should operate. Together, they bridge belief and evidence — turning empathy into measurable excellence. This fusion demands three leadership qualities:

1. **Culture** – The courage to act as the customer’s voice inside the room.
2. **Consistency** – The discipline to measure what matters and act when metrics dip.
3. **Courage** – The willingness to show your working, admit mistakes, and fix them fast.

When these traits are visible at board and management level, experience becomes an enterprise capability, not a frontline afterthought. Every organisation should draw what Oak Consult calls the **Customer Truth Line**:

“We only trust what the customer would recognise.”

This is the integrity test of modern CX leadership. If a metric, a meeting, or a management statement wouldn’t make sense from the customer’s perspective, it doesn’t belong above that line. The D.R.I.V.E.R.S. framework is the toolset for staying on the right side of it — connecting delivery to perception, and perception to performance.

Acting on What You’ve Learned - Use this whitepaper to start three conversations:

1. **Inside your organisation:** Where are the gaps between promise and delivery?
2. **With your leadership team:** Which D.R.I.V.E.R.S. pillar will create the quickest proof of progress?
3. **With Oak Consult:** How can we help you turn the framework into measurable, lasting improvement?

Whether you need an external perspective, a facilitated workshop, or hands-on support to design and embed your own CX measurement system, Oak Consult can help.

The journey starts with one question: *What would your customers recognise as proof that you’ve changed?*

Appendix – References

The following sources substantiate the convergence of B2B and public-sector expectations, the economic value of CX excellence, and the empirical foundations of the **D.R.I.V.E.R.S.** framework. They provide quantitative and qualitative evidence for the claims made around growth impact, retention economics, and trust recovery.

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[The Seven Pillars of Customer Success – Summary and Analysis](#)
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Section 4: The D.R.I.V.E.R.S. Pillars – Research, Practice & Proof

4.1 Delivery – Reliability, Transparency, and the “Zero Surprises” Standard

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4.2 Relationships – From Human Connection to Strategic Trust

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4.3 Insight – Turning Data into Foresight

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