KPMG Customer Advisory

Integrate together. Win together.

Total Experience: Integrate to differentiate—and win

Why front-office integration is stalling and what leaders must change to unlock the next wave of growth

2026

KPMG Customer Advisory Research Study

Contents

What we did: About the research

This research explores what drives—or hinders—successful integrations of customer-facing functions and the impact integration has on leading enterprises.

We fielded a quantitative survey to 300 executives in customer-facing (marketing, sales, and service) leadership positions, including 36 percent of respondents identifying as a C-suite executive and 64 percent identifying as a seniorr vice president (SVP), executive vice president (EVP), vice president (VP) or department head. The survey tool measured impact as self-reported by respondents.

The study included a wide breadth of industries in both business-to-business (B2B) and business-to-customer (B2C) markets, including financial services (21 percent), technology, media and telecom (18 percent), consumer and retail (17 percent), manufacturing (17 percent), healthcare and life sciences (17 percent), and the energy, natural resources, and chemicals industry (10 percent).

Foreword

Total Experience: Integration turns personalization into predictable growth.

In 2026, brands face a turning point. Customer expectations are shifting faster than most organizations can adjust, and differentiation is no longer about having the best product or even the best service. The real advantage comes from understanding—deeply and holistically—how every interaction, workflow, and moment shapes the customer's experience. This year marks a move toward Total Experience: a unified approach that connects people, processes, and technology into something customers actually feel.

Executives know the importance of moving towards Total Experience, and to get there, they know they need to integrate. We have a good idea why: we asked 300 executives and they overwhelmingly believed that integration is the path to great experience. But only five percent feel they are fully there. There's a lot of work to do! I see three main priorities for customer-facing leaders in 2026:

Engineer the journey: Customer experience isn't limited to a single interaction. It's the sum of every moment across a customer's relationship with your brand. Design journeys the way you would engineer a system. Identify decision points, handoffs, and moments where customers need new types of interfaces or support. Look not only at customers, but employees and partners too, because their experience drives the one your customers ultimately feel.

Rewire customer platforms for the modern era: After two decades of investment in customer relationship management (CRM) tools across sales, marketing, and service, the landscape is changing again. AI-enabled workflows are dissolving the old boundaries between these functions. What used to be separate systems and processes are converging into unified platforms that can finally support cohesive experiences. Evaluate your customer technology through a new lens: integration over expansion.

Turn data into Signal Moments: Leading brands will separate themselves through customer insight—not by collecting more of it, but by transforming it into action. The shift underway is from fragmented analytics to unified, journey-based intelligence. Move beyond data lakes and dashboards. Identify the Signal Moments within your customer journey—the points where insight can drive a different decision, unlock a new experience, or create meaningful differentiation.

I hope the KPMG 2026 Customer Advisory Research Report is more than a good read. It's intended to be an essential tool to understand what other leaders are doing, provide a glint of insight into how to move forward, and deliver compelling data points to fill your persuasive business cases for change. In 2026, we continue our march towards Total Experience.

Join me.

Scott Lieberman

Principal, US Customer Advisory Leader, KPMG LLP

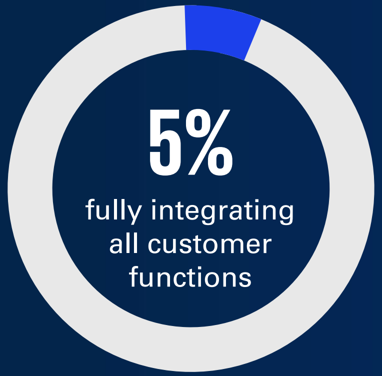
The integration reality check:

87 percent of leaders agree integration matters; yet only 1 in 20 have fully achieved it.

1

Business leaders overwhelmingly agree (87%) that integration is the greatest enabler

Today, only 5% have fully achieved it, leaving millions in lost revenue



Sales, marketing, and service leaders aspire to Total Experience through integration, but too many companies fall short. Why?

In response to rising customer expectations in times of compound volatility, organizations that integrate marketing, sales, and service deliver a more cohesive customer experience, generate profitable revenue growth, and balance costs. Integration is key to achieve Total Experience and Total Performance to ultimately drive Total Value to the business and the customer.

However, companies struggle to deliver it through a lack of integrated capabilities across customer functions, limiting the ability to respond quickly and effectively to customer expectations.

It's a paradox for most: Technology is the key enabler to integration, but it is also the main blocker. Today's technology unleashes incredible opportunity, but its complexity and evolution create barriers to achieving integration.

Organizations that invest in shared front-office capabilities deliver superior customer-facing operations, focused on capabilities such as artificial intelligence (AI), automation, and a Total Experience via unified CRM systems. They achieve it through intentional partner ecosystems and strong change management efforts.

Smart business leaders overwhelmingly agree that integration is the path. But only 5 percent are there. The most important question is "How do we move forward?"

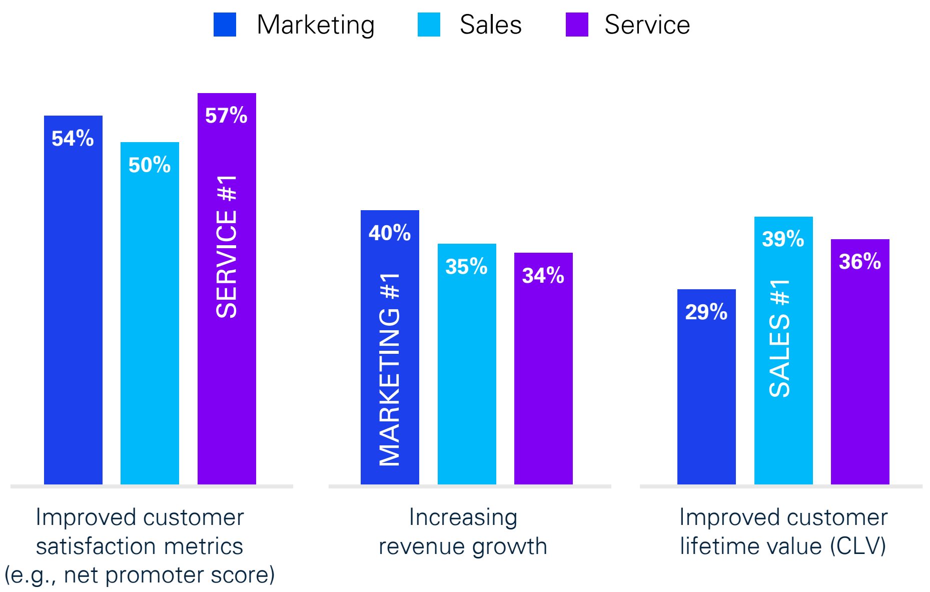
Why integration? Leaders see significant customer impact and improved business outcomes

Organizations that strategically integrate their front office functions—marketing, sales, CX, and service—move faster and more effectively in response to changing customer needs. The vast majority of customer-facing business leaders surveyed claim high impact on customer experiences and business outcomes when they integrate the front office. The data backs it up: many leaders found improvement in the core customer metrics.

Integration drives key outcomes

Business leaders believe integration has contributed to significant improvements in customer metrics, with all three functions citing metrics as the top outcome. Impact is viewed slightly differently by function, with service more focused on customer satisfaction while sales prioritizes repeat business and marketing on revenue growth.

Top three metrics impacted by integrating customer-facing functions as selected by leaders
(respondents could choose multiple responses)



Integration improves CX and business outcomes

Integration of customer-facing functions is seen to positively impact both customer experience and business outcomes.

Leaders cite high impact on:

93%
Customer experience

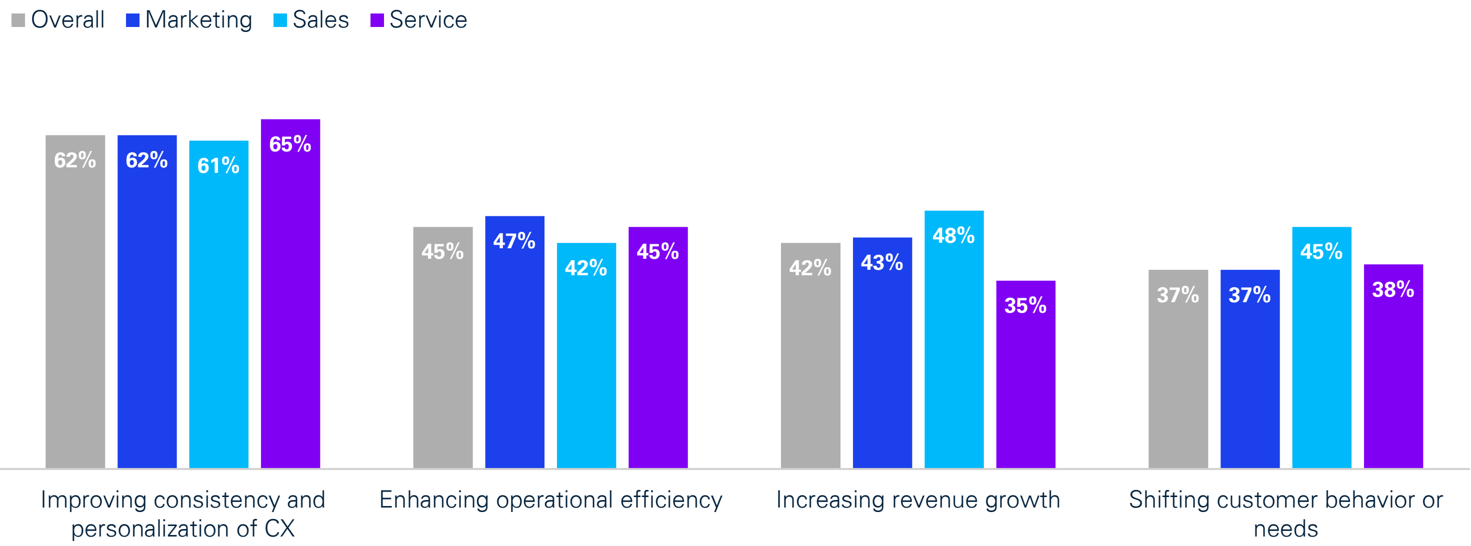
90%
Business outcomes

Front-office functional departments were often aligned on core goals and outcomes.

When leaders integrate, they realize some important benefits. Integration drives consistency and personalization of customer experiences and can lead to efficiency and revenue growth. There are wider enterprise benefits, too: Departments like finance can perform better when their information connects to the customer base.

While priorities vary slightly by function—service emphasizing consistency and sales placing greater weight on revenue growth—these hard business outcomes ultimately underpin the emotional and experiential dimensions of customer engagement. Integration helps organizations maintain trust, avoid negative experiences, reduce churn, and create genuine moments of truth across sales, marketing, and service interactions.

Top benefits of front-office integration for customer functions

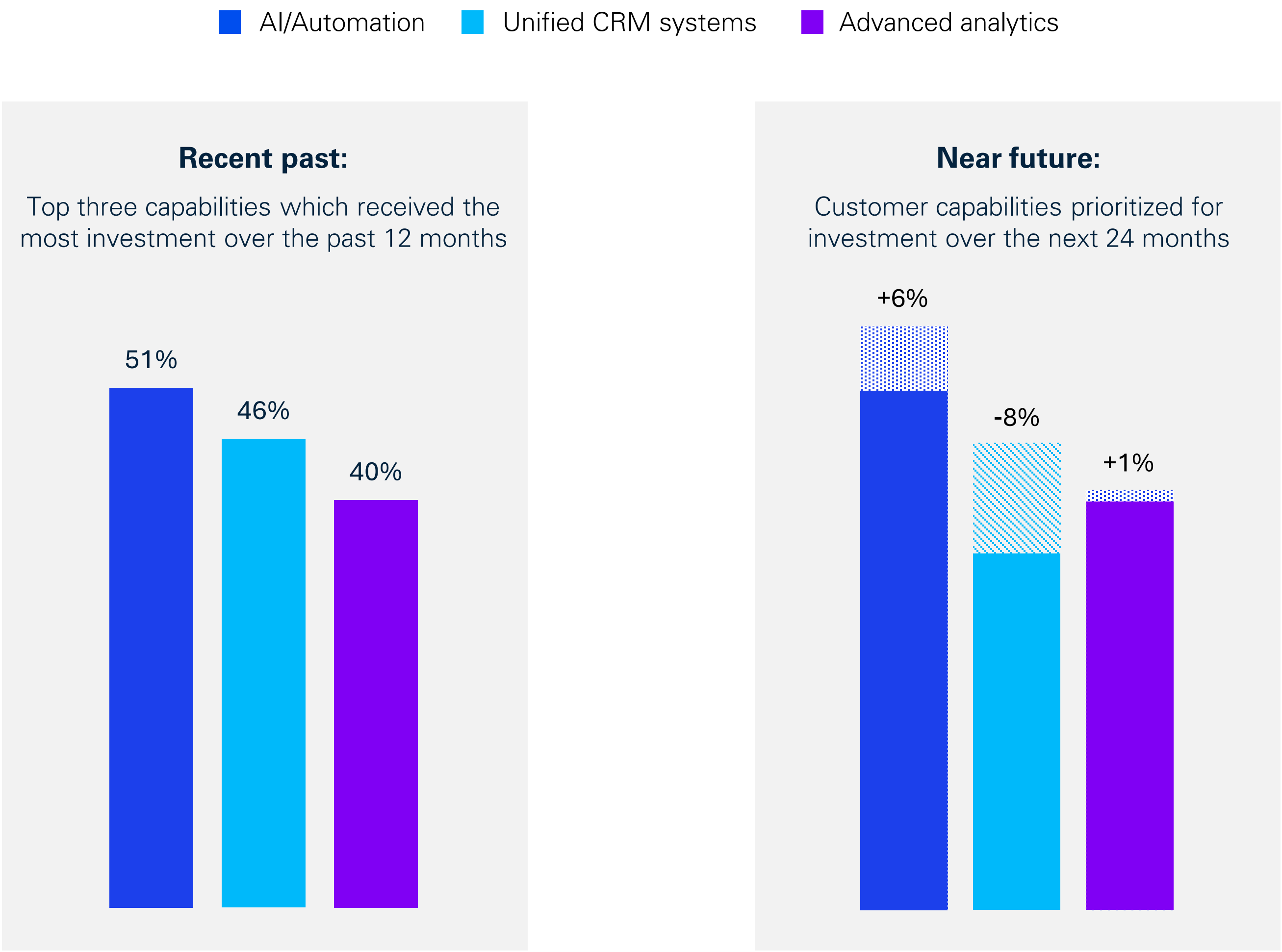


Organizations are continuing to invest in technology, with keen focus on increasing investments on AI and advanced analytics

Organizations are looking to get smarter and faster with how they engage with their customers. But this change means a shift in how they operate. The biggest priorities were AI and automation, CRM, and advanced analytics. These three technologies in particular provide the insights (analytics), the connectivity (CRM), and the action (AI/automation) to enable Total Experiences for customers.

AI/automation is expected to be an investment priority for all, although the most aggressive group in pursuing new technology, especially AI, is Service.

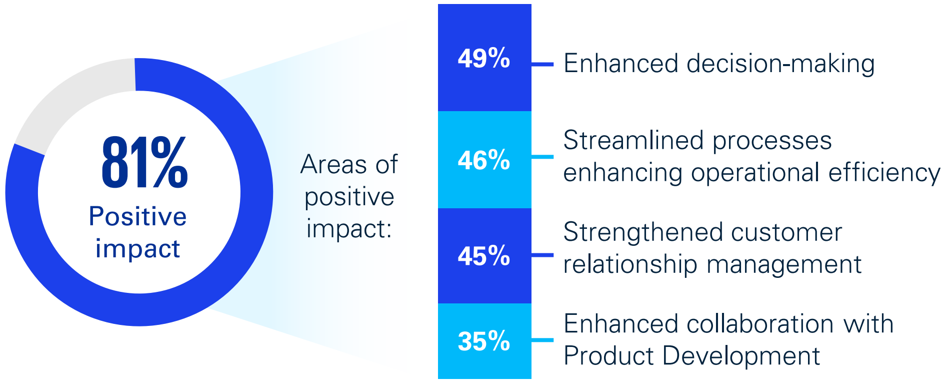
Investment priorities



Non-customer-facing business functions also benefit from front-office integration

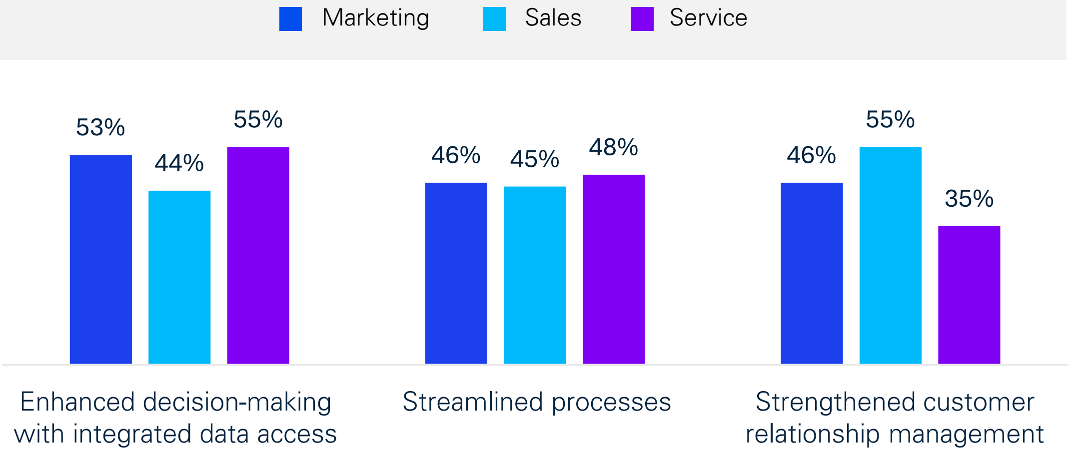
A large majority of business leaders believe that non-customer-facing business functions, like Finance, experience a positive impact when customer-facing functions are integrated. Among respondents actively working on integrating customer-facing functions, enhanced decision-making was the most frequently (49 percent) cited benefit, followed by streamlined processes (46 percent) and strengthened customer relationship management (45 percent). While customer leadership is tasked with the daily interaction with customers, other groups such as Finance or Supply Chain ultimately rely on high-quality, accurate, and timely customer information to perform their essential tasks.

Respondents overwhelmingly cited a positive impact of front-office integration on other business functions



Functional differences – Sales sees bigger impact on other functions:
Marketing: **78%** Sales: **82%** Service **79%**

Functional view of top impacts to non-customer-facing business functions

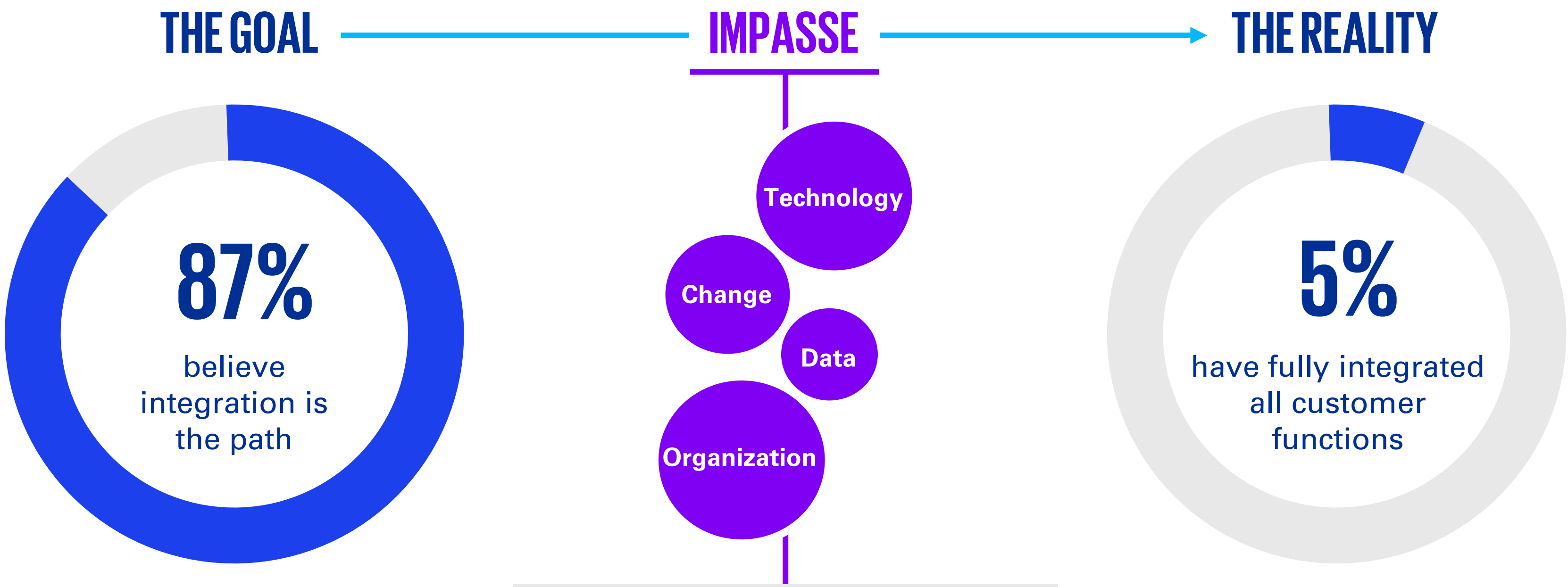


Sales leaders saw less impact on decision-making and streamlined processes than other groups, yet saw much more in improving CRM. Service, on the other hand, saw much less benefit in strengthening CRM among internally-facing groups.

The gap between vision and reality creates an impasse. How can companies break through?

While many CX organizations have seen benefits from integration, gaps in full integration have left meaningful value unrealized. Technology and data remain disconnected. Transformations stall. Legacy technology disrupts attempts to unify. All that work seems to lead to an illusion of progress.

With the rise of agentic AI, it has become clear that the organizations that succeed will be those that synchronize customer-facing capabilities around shared metrics, unified data, and orchestrated tech stacks. This requires accelerating tech-enabled integration.



The impasse? Leaders have mistaken structural alignment for true integration. Some leaders think they're integrating when all they're doing is moving seats around.

Why integration stalls:

The hidden barriers holding the front office back

2

Paradox of technology

Powerful enabler or the #1 blocker? (It’s both)

Technology is the foundation that supports customer experience, efficiency, and growth. But it presents a paradox: Technology is hailed as the great customer enabler but it is also named as the top blocker to achieving change. This is because of the rate at which organizations are advancing and the need to adapt more quickly than ever to changing customer needs and expectations. Technology is the path forward and it’s what holds business leaders back.

Technology and data are no longer just enablers of integration—they are the integration.

When these systems operate in silos, they quietly become the biggest blockers to change, limiting personalization, slowing decision-making, and fragmenting the customer experience.

But when they are intentionally connected and governed as a unified capability, they transform how teams operate, collapsing functional boundaries, amplifying AI effectiveness, and creating a Total Experience that drives both customer value and operational performance.

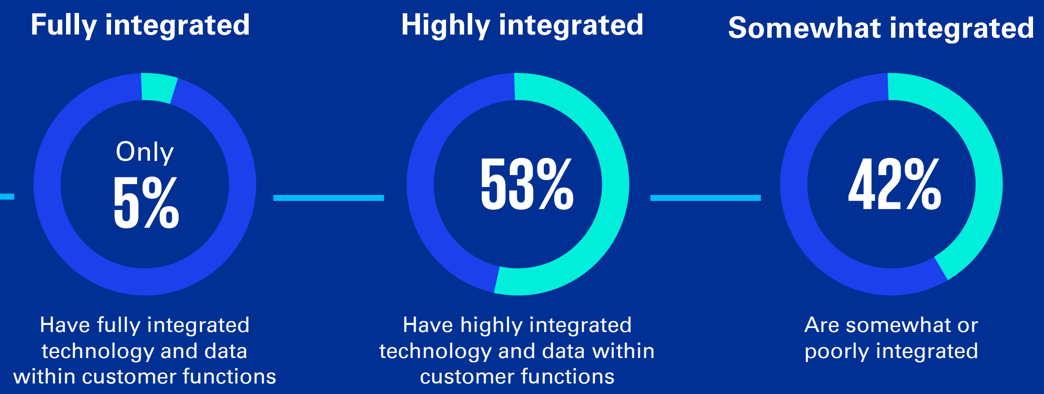
Integration isn’t achieved by redrawing org charts; it’s achieved by weaving together the technology and data fabric that makes true end-to-end performance possible.

Revenue growers were more integrated

Companies that experienced revenue growth (more than 10 percent) were three times more often fully integrated. 61 percent of higher growth companies (more than 10 percent) reported to be highly integrated.

Most companies see their level of current integration as high but very few are fully integrated. A large number are somewhat or poorly integrated in customer functions.

How business leaders see their current progress towards integration:



Technology blockers create an impasse to achieving integration

While most companies are working to integrate customer functions, challenges such as integrating data, establishing cross-functional teams, overcoming data silos and managing complexity make it difficult.

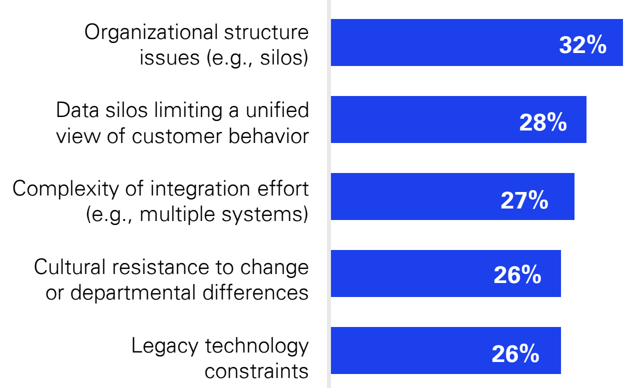
Legacy systems and fragmented data slow integration

Primary obstacles preventing greater integration of technology and data sharing across your customer-facing functions include:

Overall		Mkt	Sales	Service
38%	Legacy systems that are not compatible with modern data-sharing solutions	38%	39%	**40%**
30%	Data stored in separate systems	**35%**	28%	27%
29%	Complexity in managing diverse data sources	26%	28%	**32%**

Silos prevent integration efforts from scaling

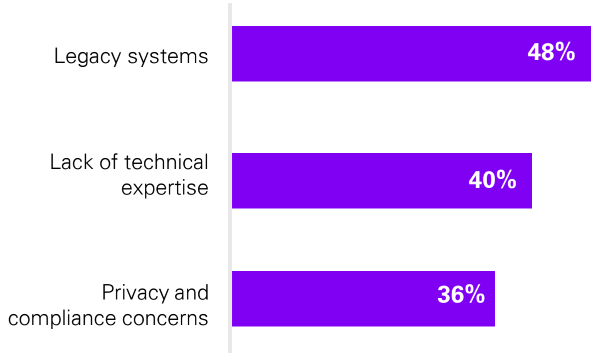
However, integration efforts are hindered by multiple factors, with organizational and data silos being top challenges.



While most responses were consistent among customer functions, Service cited more issues with organizational structure e.g., silos (40% vs. 32% overall).

The same gaps now constrain AI implementation

Primary reasons preventing greater implementation of AI in customer-facing functions.

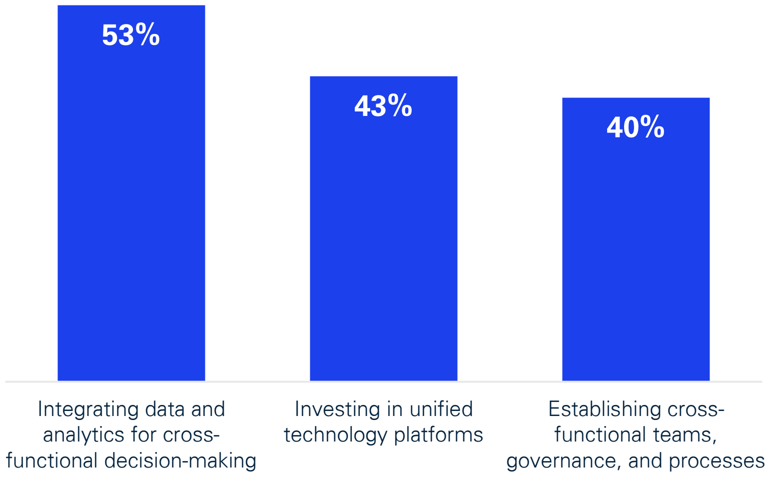


Marketing struggled the most with legacy systems at 54%. Sales and Service were more concerned with privacy and compliance concerns.

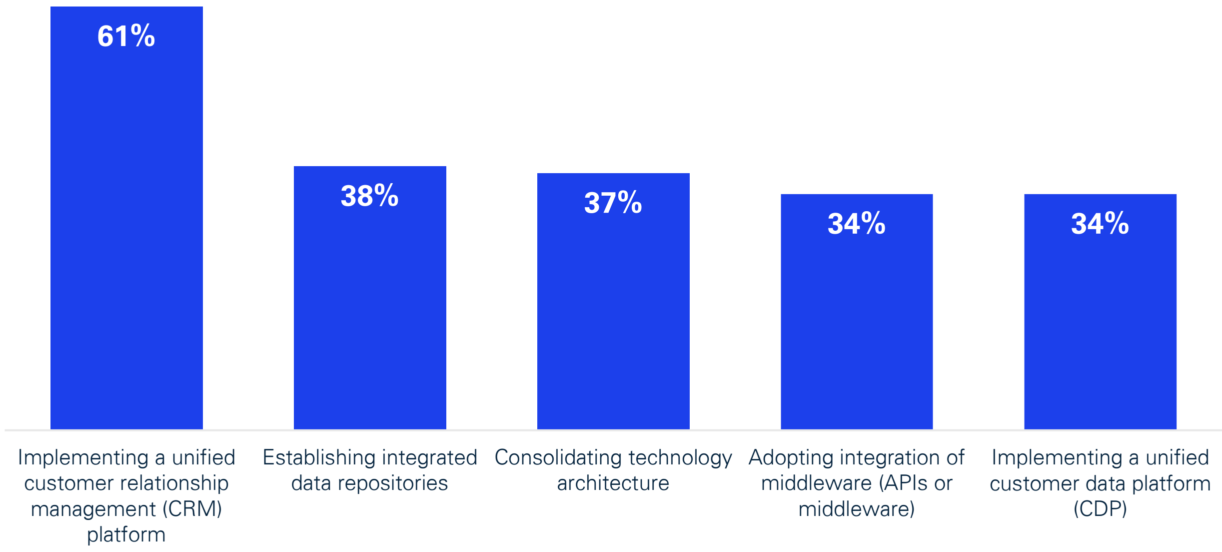
Integration approaches and capabilities vary, but early gains lay the groundwork for what's next

The approach and tools to achieving integration vary, but most leaders agree that integrating data and analytics is the top approach for achieving integration, with unified technology platforms being second. In terms of tools, the unified CRM platform was the top enabler.

Organizations are prioritizing data and analytics as the fastest path to integration, often ahead of the operating model and governance changes required to sustain it.



Technology investments have been concentrated in CRM and core platforms— enterprise integration now hinges on architecture and data unification.



Proof and momentum: 93 percent of companies that increased their revenue agree integration is essential

3

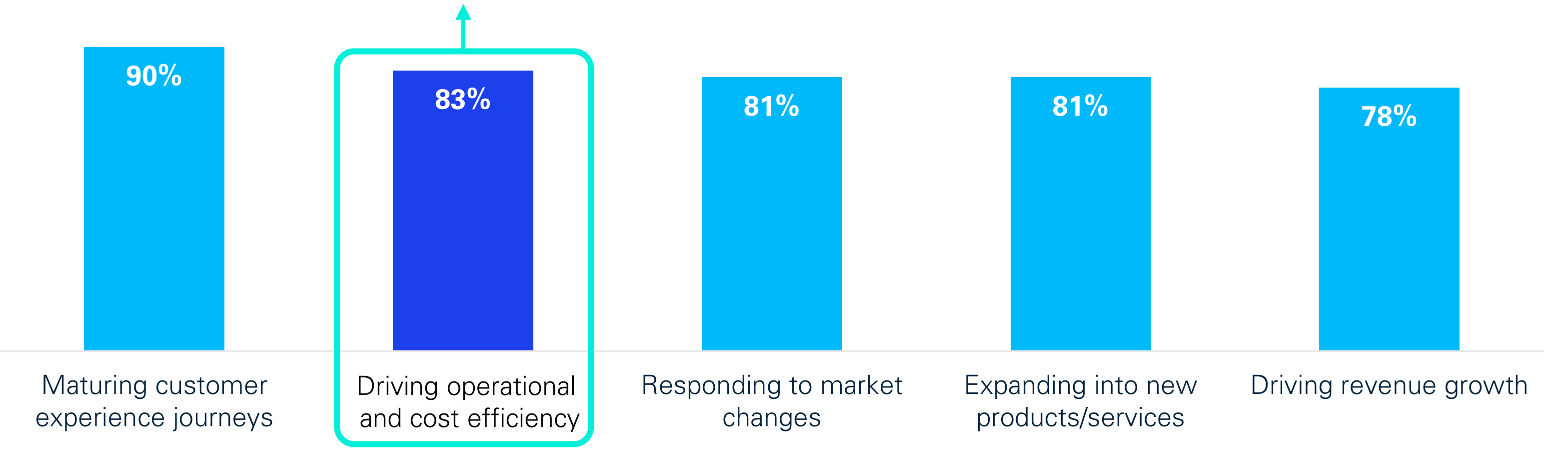
The proof: Integration drives revenue, outcomes, and metrics

Surveyed business leaders believe in integration, but do they support these claims with hardened and provable business benefits? The proof is in the outcomes. Companies on a growth path overwhelmingly (93 percent) believe that front-office integration is essential, driving outcomes like improved customer metrics (NPS), revenue growth, and CLV.

Maintaining momentum can be challenging, and it depends on people learning, adopting, and engaging: **Change management is non-negotiable.** Yet, most organizations continue to underinvest and underprioritize the human part of the equation.

Impact of integrating customer-facing functions on achieving business objectives

83% of respondents cited integration having a positive impact on driving operational and cost efficiency



Revenue growers believe in integration

Integrating Marketing, Sales, and Service functions is essential for delivering a cohesive and superior customer experience.

93%

of organizations that increased their revenue by

10%–20%

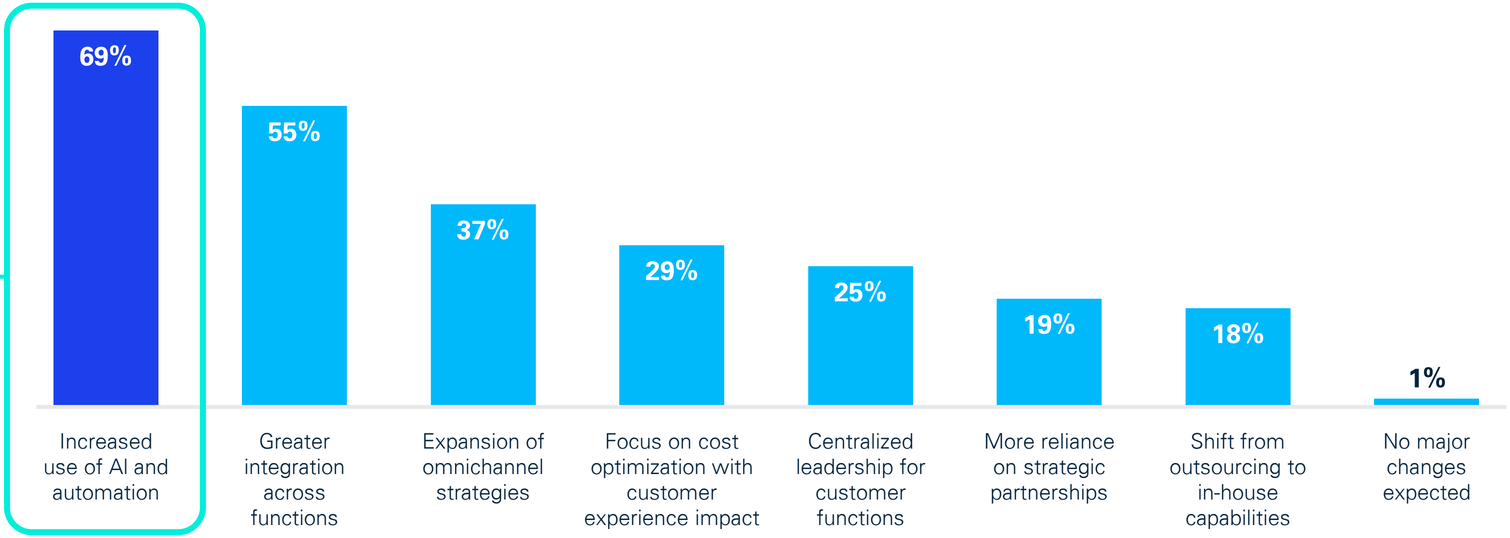
agree that integration is essential for delivering a cohesive and superior customer experience

Integration builds momentum towards innovation with AI and emerging technology

Increased use of AI and automation lead the future of customer-facing functions

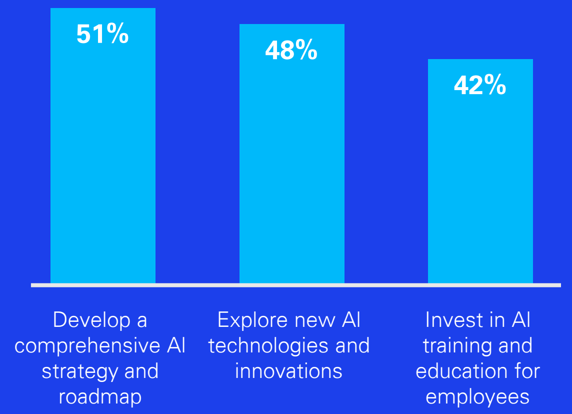
Leaders envision different strategies for the future of customer-facing functions evolving over the next one to three years. Although a low priority, a similar number of companies will either rely more on partnerships or bring things in-house.

How leaders envision the future of customer-facing functions evolving over the next one to three years



Strategic foresight and innovation are set to propel AI expansion

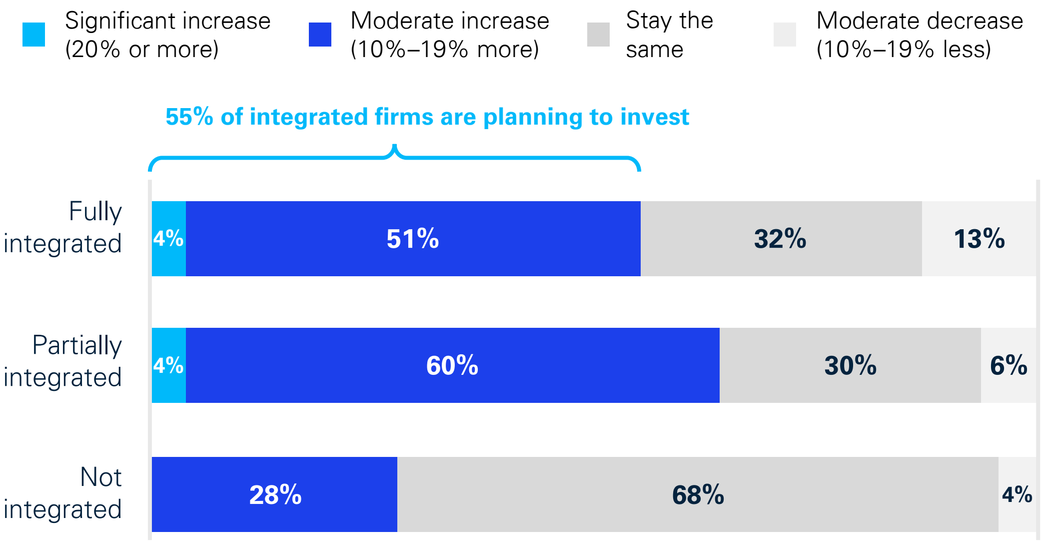
Building an AI strategy is the highest transformation priority, with learning about AI a close second.



What the next 24 months looks like

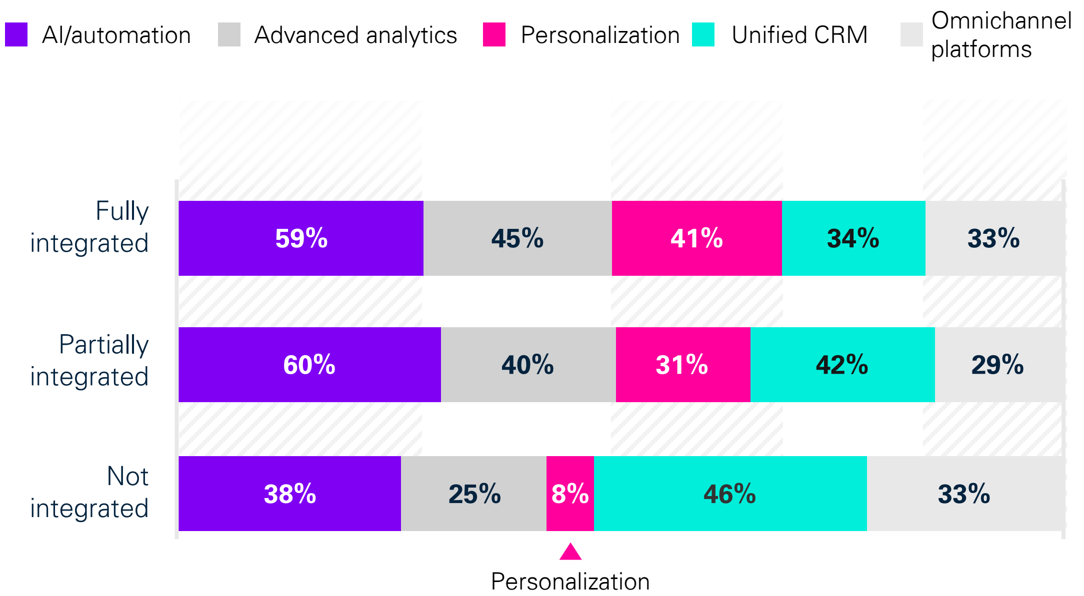
Comparing the proof in momentum between integrated vs. not integrated

Integrated firms are funding the next wave of customer investment in the next 24 months



Budgets are increasing for those that are fully and partially integrated, while remaining similar for those that are not integrated. More than half (55 percent) of fully integrated companies are planning a budget increase of 10 percent or more; whereas 72 percent of non-integrators expect budgets to remain the same or decrease by up to 19 percent.

And, they are moving beyond foundational capabilities toward analytics, AI, and personalization

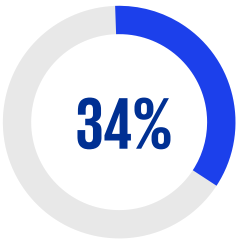


Those that are fully integrated or partially integrated are moving from prioritizing unified CRM systems to AI and automation, whereas those that are not integrated are prioritizing unified CRM systems and omnichannel platforms—not personalization.

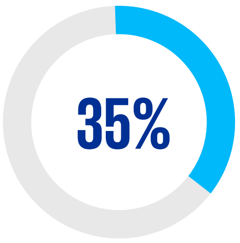
Comparison of integrated versus partially integrated

Fully integrated organizations are likely to experience revenue growth from their integration, but it's not guaranteed. Among both integrated and non-integrated firms, there was a positive impact attributed to customer integration even when some (the non-integrated) arguably didn't experience it directly. It's counterintuitive that partially integrated companies claim improved NPS metrics.

This could be explained that partially integrated firms improved more when integrating at all, the added complexity of integration, or even the creation of less accurate NPS scores among the less integrated. Full integration creates complex data pipelines and governance needs. If data quality, identity resolution, or analytics aren't robust, then "integrated" systems won't power better personalization or proactive service. Or perhaps non-integrated firms are more hopeful for what future integration can bring.

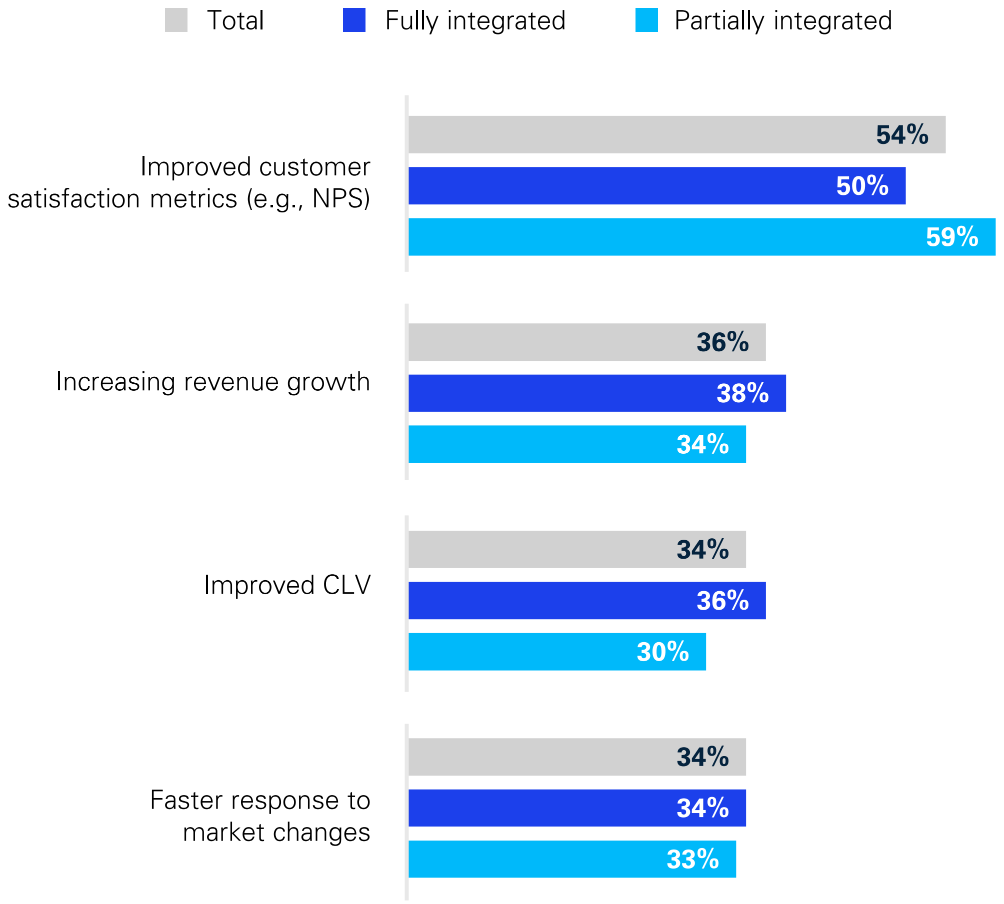


Fully integrated also achieved cost savings and efficiency gains



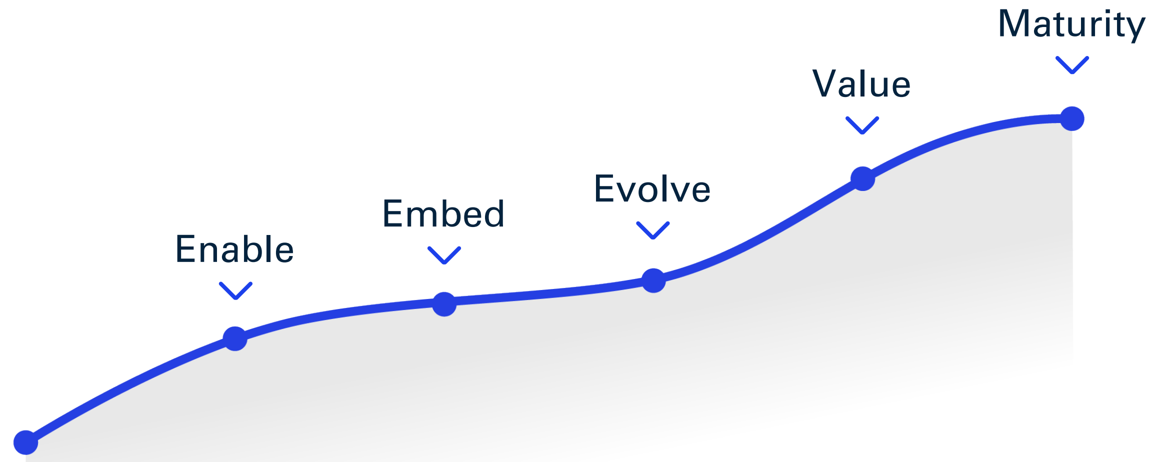
Partially integrated also achieved profitability and sales improvements

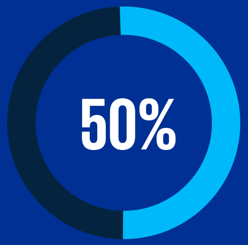
Positive outcomes that an organization experienced because of integrating customer-facing function



Integration as a maturity curve, not a milestone

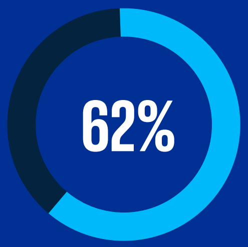
Integration is a living continuum. Technology yields can yield efficiency, which can yield growth and customer experience. Over half of organizations have increased investment in customer-facing functions by 10 percent to 19 percent focused on digital transformation—yet most underinvest in training and change management. To reach the next stage, organizations must integrate people as deeply as they integrate platforms.





Employee confusion

Employee confusion or resistance due to unclear roles or poor change management was cited by 50 percent of those who experienced negative outcomes from integration.



Challenging priorities and resistance

Out of the respondents who integrated and faced negative impacts on other business functions, 62 percent reported difficulty in aligning disparate organizational goals and priorities and resistance to change from employees.

Redefining integration:

From structural alignment to Total Experience—collapsing data, decisions, and action into a single system

4

Break the linear chain of customer interaction “cause and effect” with proper integration of customer functions

Mere structural alignment is not enough.

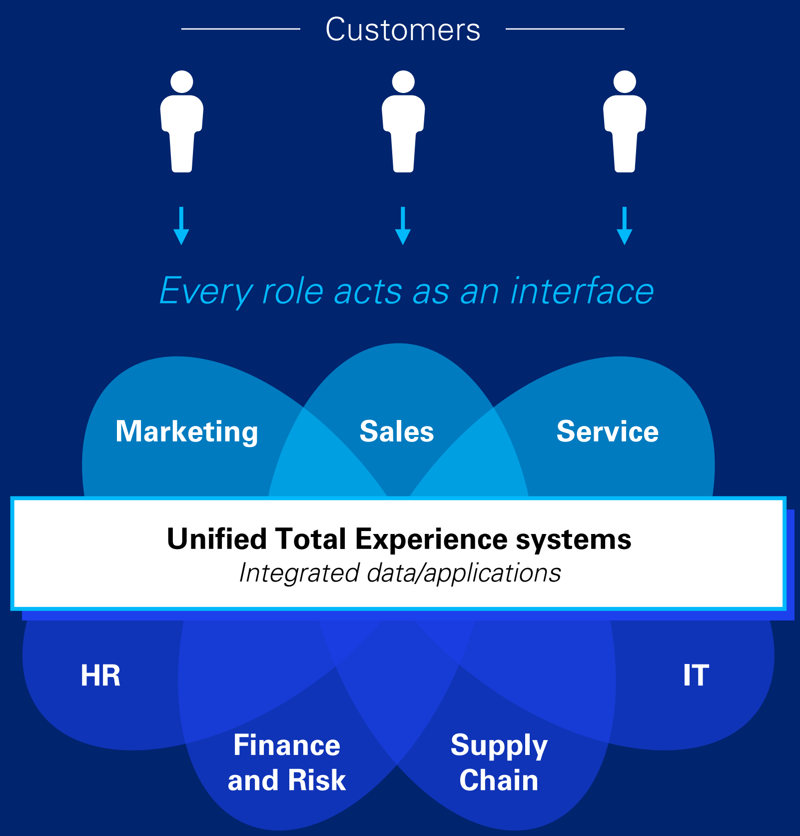
Real integration goes way beyond culture, processes, and the org chart. Companies must develop a Total Experience across customer functions, where all functions use and contribute to a collective understanding of the customer’s expectations and preferences.

In an integrated system, marketing, sales, and service are not separate—they operate in simultaneity in collaboration with other business functions, including Finance. Every role acts as an interface, connected by shared intelligence to deliver a cohesive experience, driving personalization and enabling integrated firms to achieve and sustain revenue growth.

Marketing is no longer the entry point, Sales no longer the bridge, and Service is no longer the end point. Each connects to the same underlying intelligence—shaping one adaptive, cohesive experience. These leaders commit to working at the speed of coherence, where story, value, and action happen together.

Organizations that integrate tech and data see:

10%+ revenue growth, and **90% sustain it**



Priority areas to advance Total Experience and realize value

Five recurring themes emerged that frame the path to consider when creating Total Experience.

Drive insights with

Advanced sensing

Turn data into agentic awareness via

Intelligent workflows

Integrate customer interactions for

AI adoption

Leverage expertise to transform with

Partner ecosystems

Succeed and only succeed through

Aligned change management

Drive insights and intelligence to the Total Experience through advanced sensing

Advanced sensing can only deliver transformative customer value when organizations build a truly integrated metrics and data layer beneath it. Today, many leaders see analytics and sensing improving insights and efficiency, yet the underlying data powering those models remains fragmented across functions—limiting impact and slowing integration.

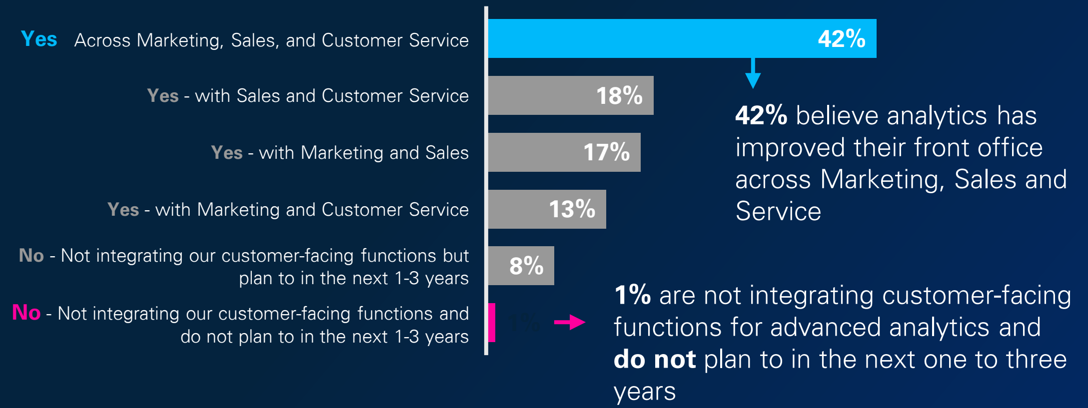
An integrated data layer isn't just a technical upgrade; it becomes the connective tissue that unifies Marketing, Sales, and Service around a shared understanding of the customer. When metrics, definitions, and data pipelines are aligned end-to-end, sensing shifts from isolated use cases to an enterprise engine that drives consistent decision-making, faster response to market changes, and deeper customer loyalty.

The real opportunity isn't just to adopt analytics/sensing—it's to build the integrated data foundation that makes analytics a force multiplier for total performance.

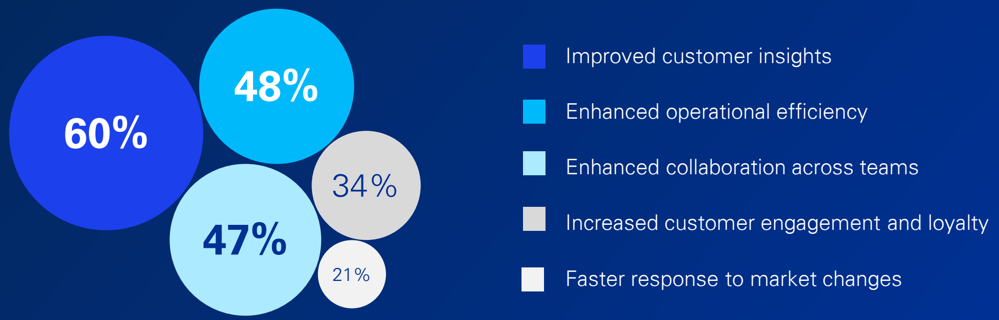
Extent functional groups have implemented advanced data analytics

	Marketing	Sales	Service
Fully implemented	8%	5%	4%
Highly implemented	60%	60%	56%
Somewhat/haven't implemented	32%	34%	41%

Implementation of advanced data analytics improved integration in customer-facing functions



Analytics adoption yields enhanced customer insights, operational efficiency, and customer loyalty



Turn data into agentic awareness via intelligent workflows

Agentic AI is the catalyst that transforms data into awareness. By tapping into the shared cognitive layer of a unified CRM, it turns a passive system of record into a dynamic organizational memory. It's this AI that converts raw data into situational awareness, inciting deliberate action. As a result, Marketing, Sales, and Service no longer merely operate in sequence—they act in concert as a single, intelligent entity. This creates a profound consciousness of customer meaning, amplifying consistency, personalization, and ultimately, trust.

61%

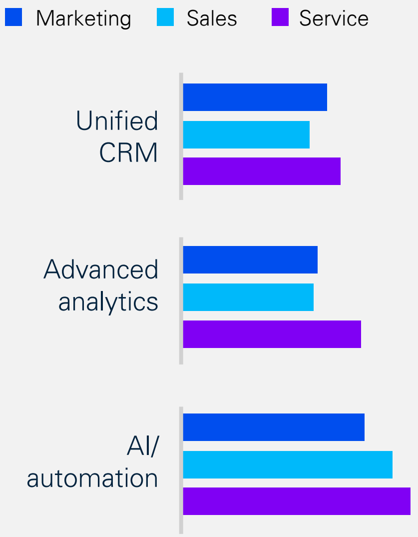
Most common integration approach

The widespread integration achieved by organizations is largely attributed to steps such as implementing a unified CRM platform as the most common approach to enhancing technology and data integration.

	Top investment area Over the past 12 months, unified CRM systems was one of the top two (46 percent) capabilities to receive the most investment, second to AI/automation (51 percent)	**Future investment priority** Over a third of respondents see unified CRM systems as an investment priority in the next 24 months
Unified CRM	**46%** Recent investment	**38%** Future investment priority (24 months)
AI/automation	**51%** Recent investment	**57%** **AI** future investment priority **41%** **Automation** future investment priority

Service expects the most

Top investment areas over the next 24 months.



Integrate customer interactions for AI adoption

AI and emerging technological advancements are driving organizations to rethink how they operate. The majority of leaders believe that AI will be critical for customer functions in the future and even more believe AI will be better in an integrated environment.

78% believe AI is most effective when Marketing, Sales and Service are fully integrated

69% say AI and automation are critical for enhancing customer functions over the next one to three years

45% of organizations are implementing AI at a high level for hyper-personalized interactions

Organizations are actively engaging with AI agents

28% Already adopting them

32% Planning to adopt in one to three years

Business outcomes realized from implementing AI in customer-facing functions:

AI is effective when integrated: one front office, one customer truth, one rhythm of execution. To adopt AI, there has to be integration of data - the data layer foundation is critical. AI is also most effective across integrated capabilities and functions. For example, agentic AI can only be successful when all systems are speaking to each other.

Improved customer insights	52%
Enhanced operational efficiency	46%
Increased customer engagement and loyalty	41%

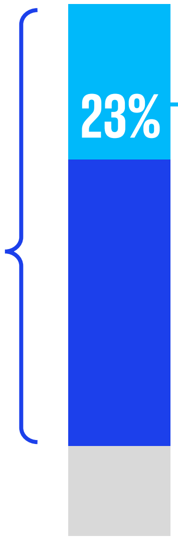
AI agent adoption is fueled by learning adaptability and decision-making resilience

Develop AI systems that can learn from feedback and adapt to changing environments	56%
Develop AI systems that can handle uncertainty and ambiguity in decision-making	44%
Leverage the benefits of distributed intelligence and multi-agent systems	40%

Leverage expertise to transform via intentional partner ecosystems

Partnership integration is key: Integration is shifting from build-or-buy to build-with. And 83 percent of leaders see unified management of CX partnerships as essential to success. Organizations are looking to their partnerships to fuel growth, innovation, and agility. This is ever more the case with the growing capabilities in AI. But this means front-office integration is more than just integrating teams internally; it's driving integration across the entire front-office partner ecosystem.

Importance of CX partnership and an intentional partner ecosystem:

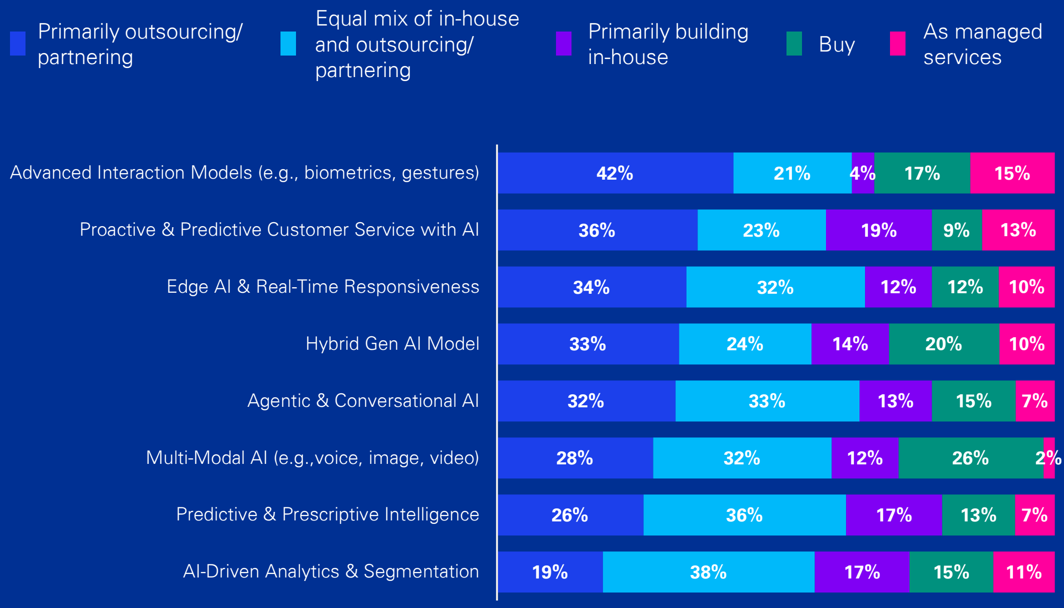


83%
believe partnerships are **highly important,** underscoring a strategic focus on integrated operations over the next one to three years.

Consider it **extremely important,** highlighting the growing priority of cohesion and coordination in managing customer interactions.

Primary deployment approaches for AI capabilities

For all AI capabilities, organizations will rely on partnerships (either primarily or a mixed with in-house development) over half the time for every capability listed.

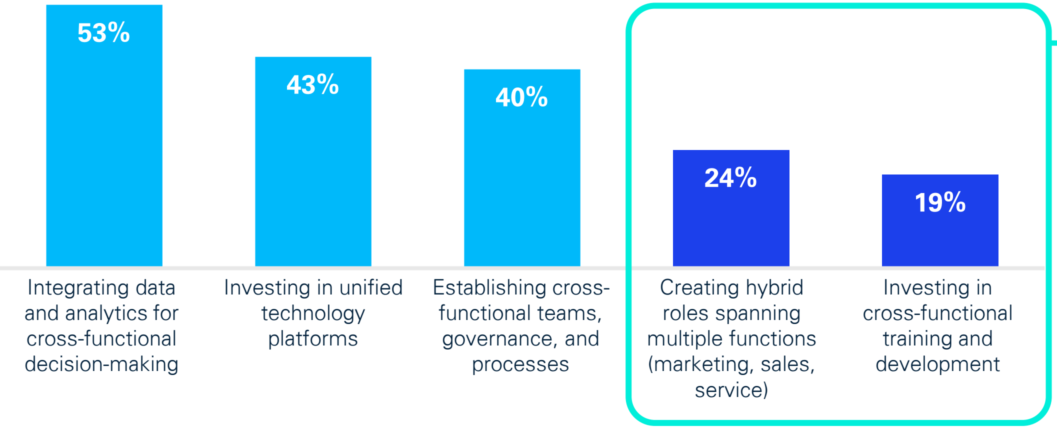


Succeed and only succeed through aligned change management (it's non-negotiable)

Front-office integration doesn't fail because the strategy is wrong; it fails because people aren't brought along. The data is clear: Structural fixes and new technology cannot overcome cultural resistance, misaligned goals, or limited cross-functional training. To achieve a truly integrated front office, leaders must treat change enablement, role evolution, and cross-functional capability building as non-negotiable— including intentionally organizing teams around shared goals.

Without this human alignment layer, even the most advanced technology and data investments will stall—but with it, organizations unlock faster adoption, greater collaboration, and sustained performance lift across every customer-facing function. Change management should be explicitly planned for, with 15 percent to 20 percent of budgets dedicated to adoption, training, and enablement.

Change management lagging



Only 19 percent of organizations pursue integration with cross-functional training and 24 percent with hybrid roles. This shows that while firms are embracing integration and experiencing benefits like improved customer satisfaction, attention to necessary change management practices remains limited.

Top barriers to integration among all respondents

Cultural resistance and misaligned goals are markedly more common in non-integrated organizations, affecting nearly one-third (32 percent), compared with their integrated organizations.

By contrast, integrated organizations have moved beyond cultural friction, prioritizing the elimination of data siloes and the simplification of technical integration.

Reinventing integration for Total Experience

The old model of integration relied on reorganizing teams and aligning processes, but it was constrained by siloed systems, linear workflows, and disconnected data. The future front office operates on a unified intelligence layer where data, technology, and teams function as one adaptive system. AI collapses handoffs, synchronizes decisions, and enables Marketing, Sales, and Service to engage customers simultaneously and cohesively. This new integration transforms the front office into an intelligence-driven engine for Total Experience and total performance.

Old integration	Total Experience (new integration)
Marketing → Sales → Service (linear)	Marketing, Sales, and Service operating as one system
Org-chart redesign	Unified data and tech layer as shared intelligence
Process alignment and governance	Shared consciousness across functions
Sequential handoffs	Simultaneous, adaptive customer engagement
Structural coordination	Enterprise-wide, intelligence-driven synchronization

Turning integration into advantage:

A leadership playbook for action

5

Resolution: What front office leadership needs to do

Five recurring themes emerged from the leadership research that frame some of the paths to consider when striving for Total Experience via integration.

Drive insights with **advanced sensing**

An integrated data layer is the connective tissue that unifies Marketing, Sales, and Service around a shared understanding of the customer. When metrics, definitions, and data pipelines are aligned end-to-end, analytics shift from isolated use cases to an enterprise engine that drives consistent decision-making, faster response to market changes, and deeper customer loyalty.

Turn data into agentic awareness via **intelligent workflows**

A unified CRM becomes a shared cognitive layer, transforming transactions into organizational memory. Plan and invest in a unified CRM to achieve technology and data integration. Every role acts as an interface, connected by shared intelligence to deliver a cohesive experience. Commit to working at the speed of coherence, where story, value, and action happen together.

Integrate customer interactions for **AI adoption**

AI is redefining the future of customer functions, but its impact is determined by how it is applied. When predictive insights are embedded into integrated workflows, metrics, and decisions—not isolated dashboards—AI becomes a catalyst for better execution and sustained experience improvement.

Leverage expertise to transform with **partner ecosystems**

Integration is shifting from build-or-buy to build-with. In fact, 83 percent of leaders see unified management of CX partnerships as essential to success. Identify partners who can bring the expertise, experience, and tools to collaborate and "build-with" together.

Succeed and only succeed through **aligned change management**

Transformation succeeds when adoption does, yet business leaders too often underprioritize change management. Integrate change management and training into every phase to drive utilization and aim for lasting impact.

Marketing set of actions

Experience-driven, data-led, focused on customer understanding and journey orchestration.

1	**Align marketing interactions and activities around one customer experience**	Enable campaigns, budgets, and channel plans to directly support cross-functional goals and reinforce a unified customer experience.
2	**Build and organize a unified customer data foundation to enhance personalization**	Organize customer data into an integrated data layer to inform deep understanding of customer segments, personas, and audiences to strengthen personalization, improve insight quality, and enable targeted engagement across channels.
3	**Elevate personalization and lifecycle engagement to deliver dynamic omnichannel experiences**	Shift from episodic campaigns to continuous, data-driven journey orchestration that enhances customer experiences across channels.
4	**Embed AI in marketing operations and decision-making**	Deploy AI to drive efficiency and efficacy in media mix modeling, content generation, predictive insights, and optimization across end-to-end marketing operations.
5	**Modernize marketing technology and upskill the team for integrated execution**	Rationalize legacy tools, adopt new capabilities that enhance connectivity, and build marketing talent in analytics, experimentation, and digital experience design.

Sales set of actions

Execution-focused, revenue-oriented, centered on pipeline visibility and omnichannel selling.

1	**Establish a unified funnel, sales processes, and cross-functional governance**	Define standardized selling motions, governance routines, and collaboration mechanisms with marketing and service to remove friction and improve alignment.
2	**Integrate and optimize CRM and sales data systems**	Consolidate data sources to give sellers a 360-degree view of customers; improve deal visibility; and strengthen forecasting, qualification, and pipeline management.
3	**Enhance omnichannel sales coverage and buyer experience**	Design selling strategies that integrate digital touchpoints, human interactions, and service insights to support modern buyer expectations.
4	**Adopt agentic AI to elevate seller productivity and deal execution**	Use AI-driven insights and agentic AI execution for lead scoring, opportunity prioritization, account planning, forecasting, configuration, pricing, and quoting, and also coaching to enable more effective selling.
5	**Strengthen sales enablement and reinforce process discipline**	Address skill gaps, remove structural silos, and implement change management to enable consistent CRM usage, accurate data entry, and adoption of modern sales tools.
6	**Incorporate customer experience key performance indicators (KPIs) into sales performance management**	Adopt shared KPIs, such as CLV, with marketing and service that measure the health of the customer journey.

Service set of actions

Consistent delivery, operational efficiency, issue resolution, and long-term customer value.

1	**Establish end-to-end ownership for priority customer moments or needs**	Focus on the most critical customer moment or need, map it across functions or channels, and clarify ownership at every handoff to eliminate repeat contacts, improve accountability, and streamline escalation.
2	**Realign service metrics and incentives to prioritize resolution**	Shift performance management from speed-based measures to customer outcomes, such as first-contact resolution, with shared accountability across Sales, Service, and Support.
3	**Simplify service processes before scaling technology investments**	Standardize core workflows and enforce a unified customer case view so technology simplifies execution—rather than automating broken processes and amplifying complexity.
4	**Use analytics to eliminate customer issues at the source**	Use analytics to identify root causes and systemic drivers of customer issues—enabling teams to eliminate repeat demand, not just resolve calls more efficiently.
5	**Make service insights a driver of product and experience decisions**	Embed service-driven learning into experience prioritization by tying recurring issue reviews to shared KPIs, ownership, and closure commitments—resetting the scorecard so teams are measured on preventing issues, not just responding to them.

Time to act

The question isn't whether to integrate; it's how quickly it becomes your advantage. Given the sheer complexity, quantity, and speed of current enterprise CRM technology, smart companies will not attempt to do everything themselves. They can't. Partnership integration and partner ecosystems are key and integration is shifting from build-or-buy to build-with.

Don't move seats—integrate systems. Total Experience demands shared intelligence, not new org charts.

Survey methodology

Survey methodology content

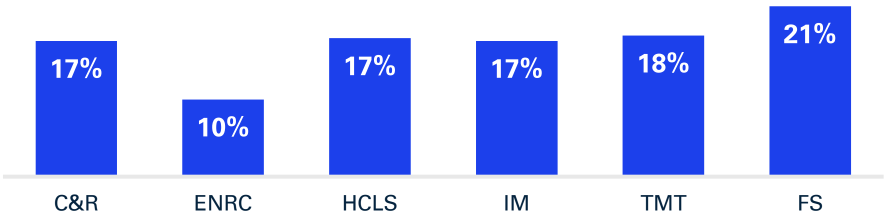
N=300

Survey details

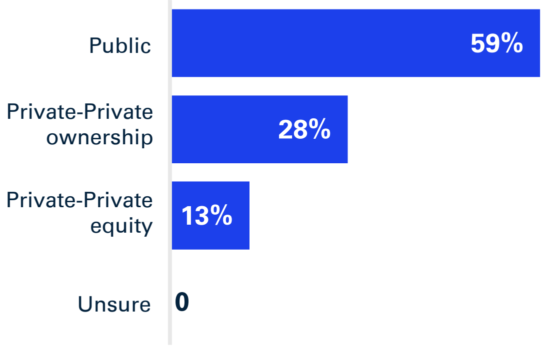
Time survey was fielded
Aug–Sep 2025

S1. Which country is your organization headquartered in?[a]

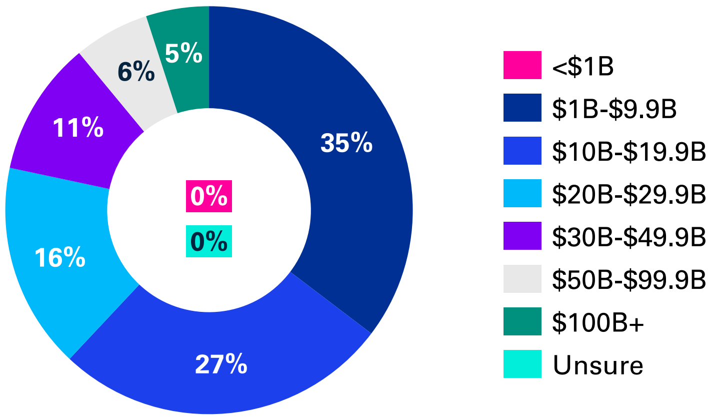
S2. In which sector does your company primarily operate in?[a]



S3. Please specify the type of company you work for?[a]



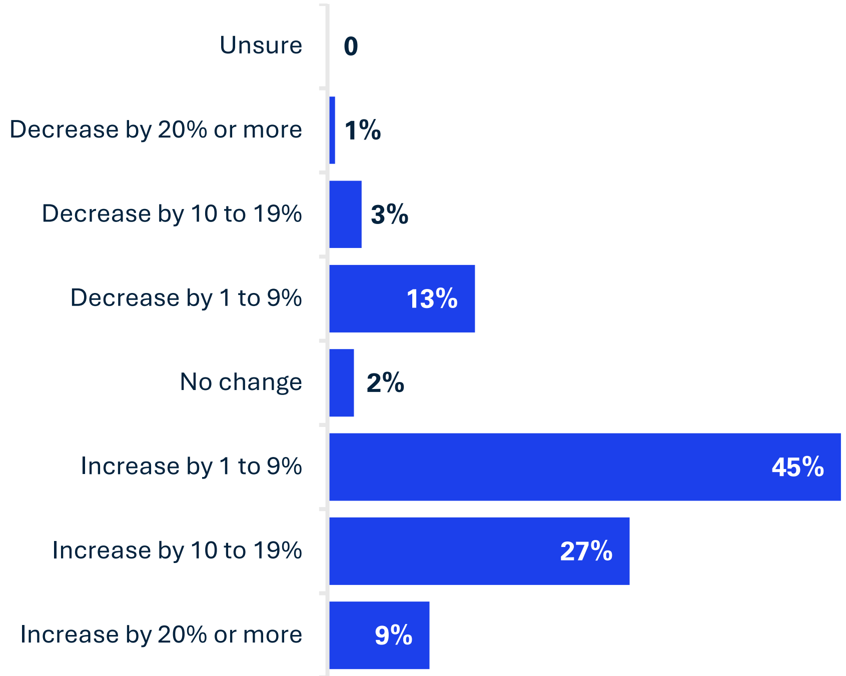
S4. What is your company's annual revenue for Fiscal Year 2024 (FY24)?[a]



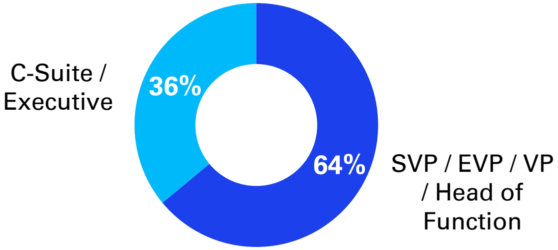
Note(s): (a) Sum of percentages may not add up to 100% due to rounding off
Source(s): Customer Survey, Sep'25

Survey methodology content

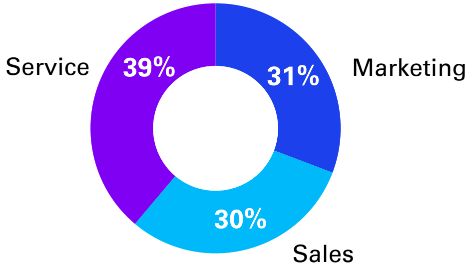
S5. How has your company's revenue changed over the past three years on an annual average basis?[a]



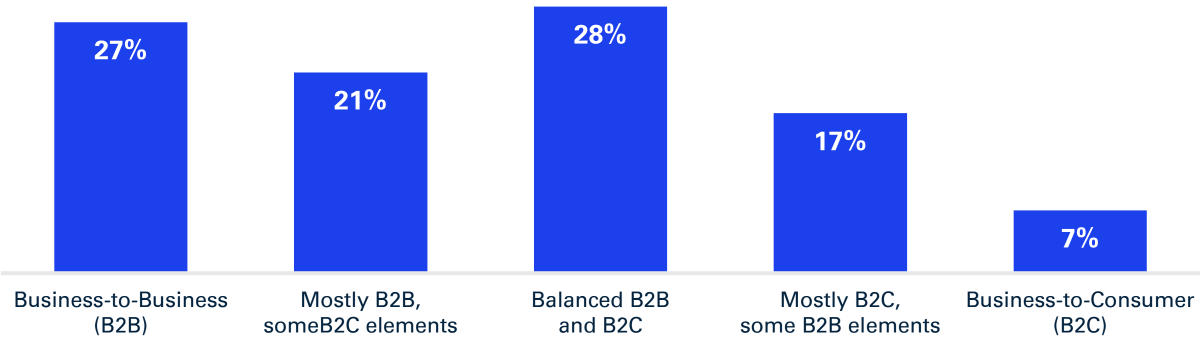
S9. What best describes your level in the company?[a]



S9a and S9b. What best describes your role?[b]



S10. What type of customers do you serve in your role?[a]



Note(s): (a) Sum of percentages may not add up to 100% due to rounding off

Source(s): Customer Survey, Sep'25

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KPMG Customer Advisory helps clients modernize and connect marketing, sales, and service to deliver experiences and results that matter. Combining market-leading industry experience with functional acumen and technical know-how, we help deliver greater return from your customer-focused investments.

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