

“How to operationalize customer journey management within the organization?”



CX Executive Round Table

1 Qtr. 2019



Agenda



- 11:00-11:05 Introductions and overview
- 11:05-11:15 The challenge
- 11:15-11:50 Facilitated discussion (5 questions)
- 11:50-11:55 Closing comments & next steps
- 11:55-12:00 Call to action & wrap up

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Background to the Challenge



THE CHALLENGE:

“How to operationalize customer journey management within the organization?”

- How do you ensure accountable employees operationalize the customer journey effectively?
- How do you keep the customer journey connected across different functional organizations?

Background to the Challenge



Operationalizing require paradigm shift

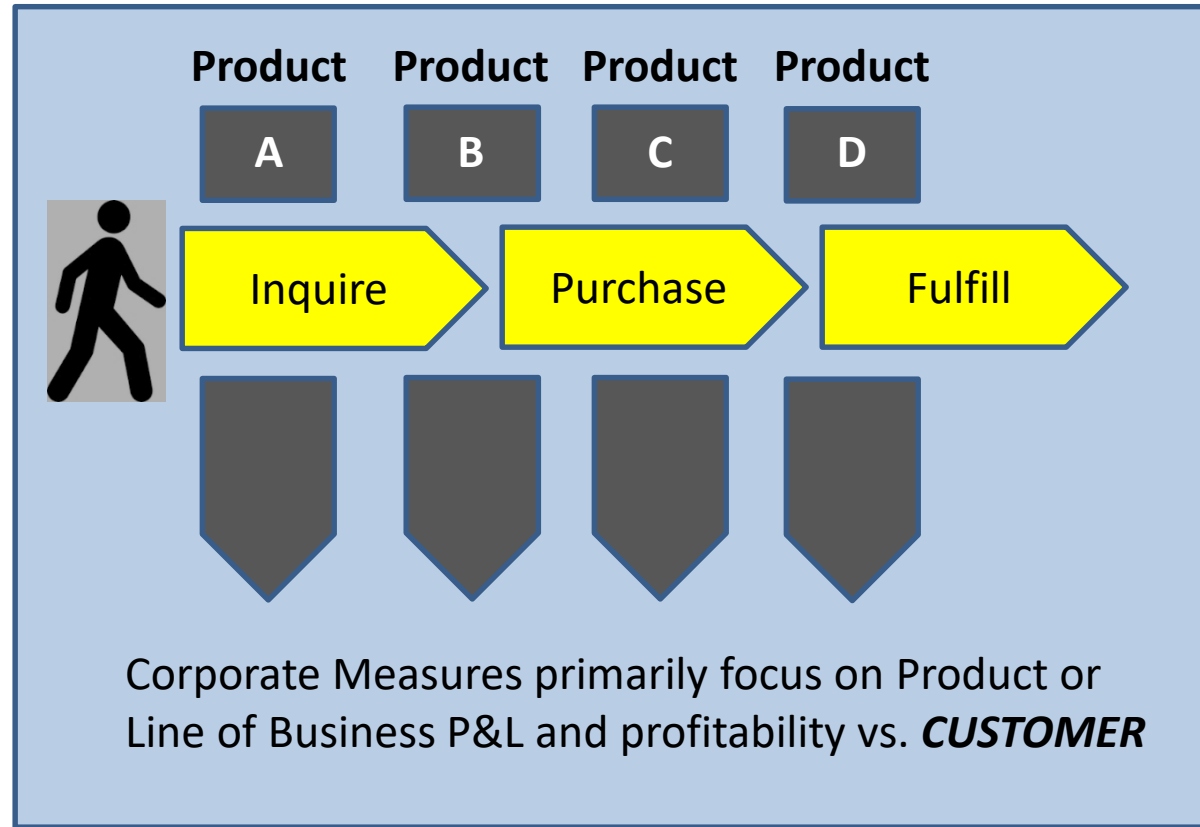


“Only 14 percent of marketers say that customer centricity is a hallmark of their companies, and only **11 percent believe their customers would agree** with that characterization.”

Chief Marketing Officer (CMO) Council



“Companies *need to reverse deeply rooted operating models* that prioritized control and efficiency and *overcome product and delivery silos* that **fracture customer journeys** and frustrate customers”



Background to the Challenge



Core Team is First Step... Share Goals Required

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“63% of organizations report having a core group responsible for coordinating or executing enterprise-wide customer experience

“Defining the customer experience function strategy and mandate: Operationalizing CX strategy by aligning cross-functional goals and resources.”



“Taking a step back, it’s proving to be a monumental strategic pivot to reorient operations around the customer. The challenge is daunting”

Monumental Pivot Requires Shared Goals

Background to the Challenge



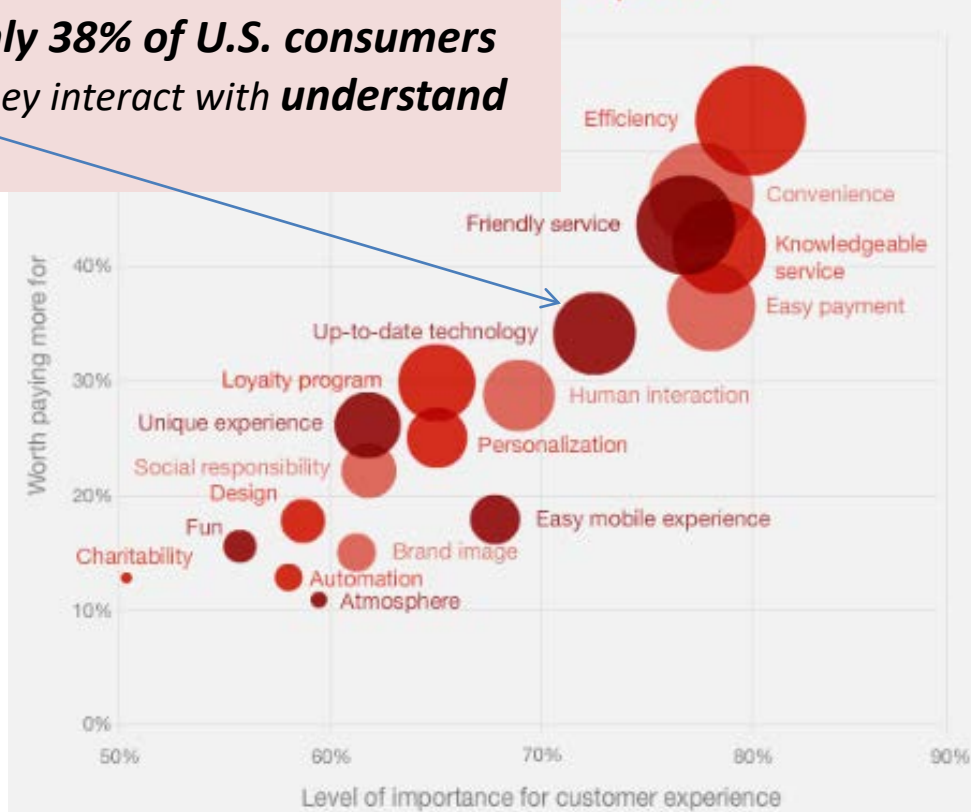
Employees are a large part of Operationalizing the Journey



According to PwC, **only 38% of U.S. consumers say the employees they interact with understand their needs**

What truly makes for a good experience? Speed. Convenience. Consistency. Friendliness. And one big connector: **human touch**—that is, creating real connections by making technology feel more human and giving employees what they need to create better customer experiences.

What people value most in their customer experience



Q: When it comes to great overall customer experience, how important do you think each of the following will be in the future? Which of the following things are worth paying more for?
Source: PwC Future of Customer Experience Survey 2017/18

Background to the Challenge



Deloitte.

“Companies that provide an exceptional customer experience invariably have a **strong collective focus**. Employees **across all functions** and departments—virtually everyone, from product developers and designers to sales staff and service agents—see customers as the **company’s number one priority**”

customer
THINK

“Operationalize Your
Customer Experience
Journey Map

1. **Simplify** – *story board*
2. **Share** – *everywhere*
3. *Ideas and improve*”

CONCLUSION:

It takes everyone
To get involved with
Operationalizing
CX Journeys

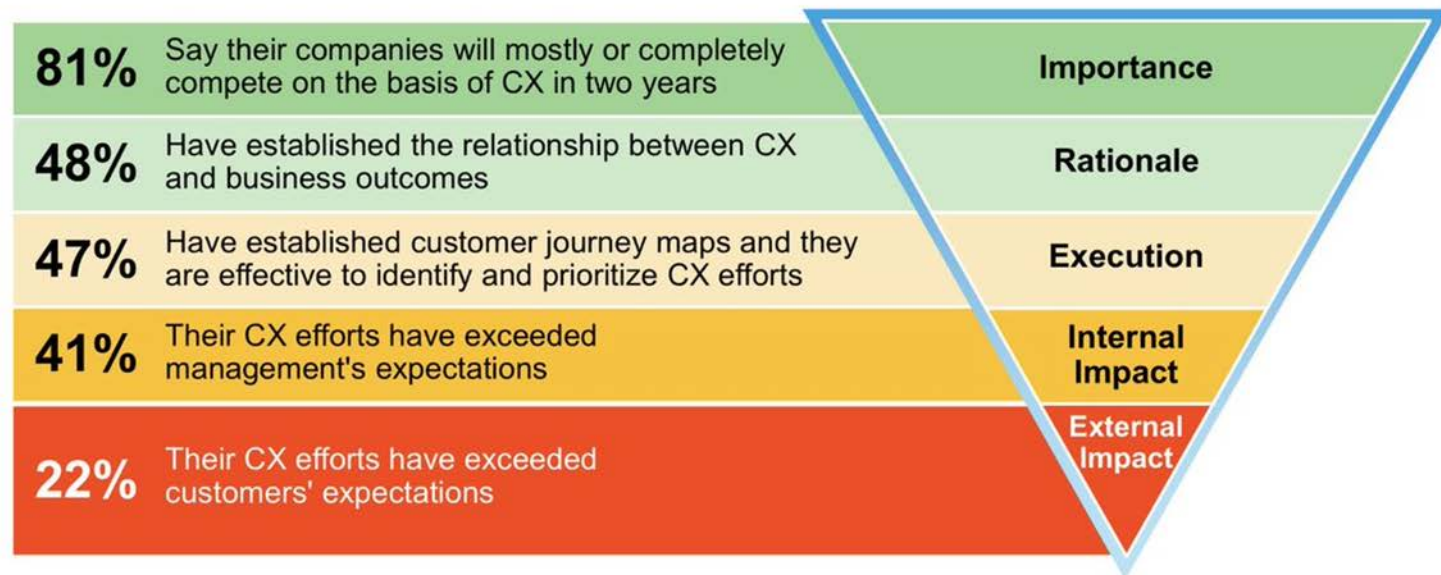
Background to the Challenge



It is seen as IMPORTANT... Just HARD to accomplish

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CX Is Today an Inverted Pyramid



Source: 2017 Gartner Customer Experience in Marketing Survey

#GartnerDMC @augieray

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Background to the Challenge



CX maturity models help you evaluate your program, and each is compelling in its own way. The maturity models help you analyze what you're doing and where you're strong or weak.

BUT Which One?

Temkin Group's CX Maturity Model



FORRESTER

Forrester's six-step CX Management Maturity exam,

Gartner's CX model



Maritz **CX** or MaritzCX's CXEvolution,

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Facilitated Discussion #1



How have you operationalized your Journeys in your company?



- ? Leadership training
- ? PMO alignment
- ? Performance Reviews
- ? Variable Compensation
- ? Bonuses
- ? Process Owner Accountability

TASK 1
TASK 2
TASK 3
TASK 4



Round Robin...



Facilitated Discussion #2

How do you ensure ALL employees operationalize the customer journey effectively?

Open Discussion...



**Same boat, different engagement.
Some drive it, some jump off it.**

Facilitated Discussion #3



Empathy for the customer comes from knowing your customer voice. How formal is your VOC program and do you share with employees?

"Voice of the customer" as a discipline is growing in maturity, but the vast **majority of organizations have yet to operationalize** their programs."

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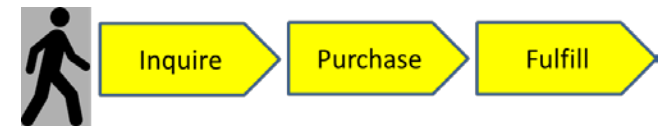
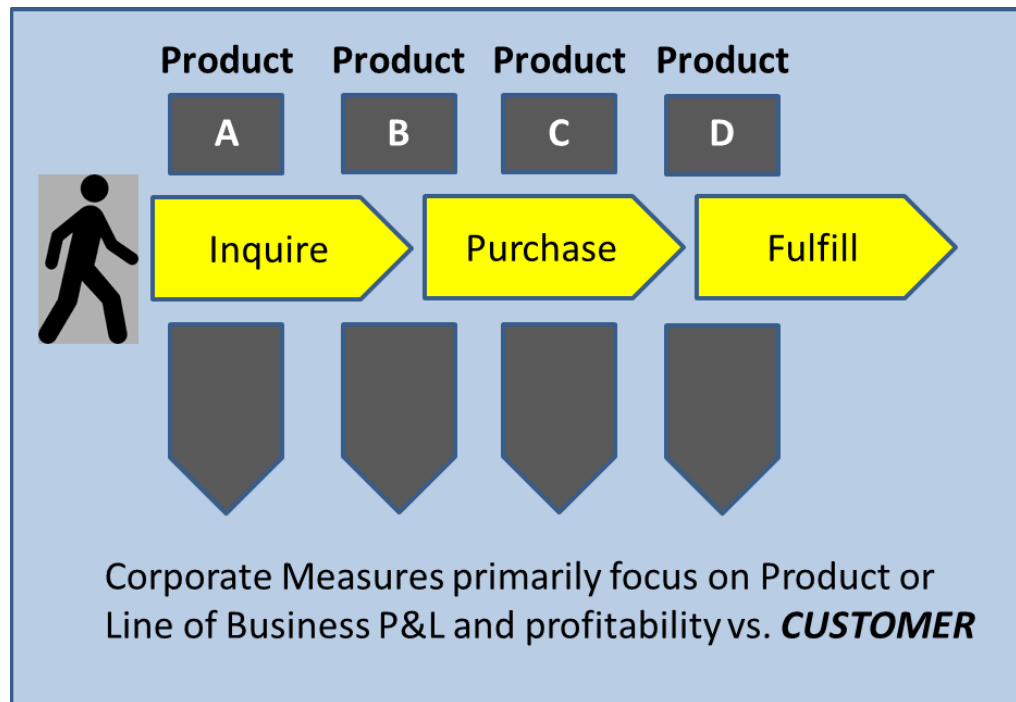
Open Discussion...





Facilitated Discussion #4

How do you keep the customer journey connected across different functional organizations?



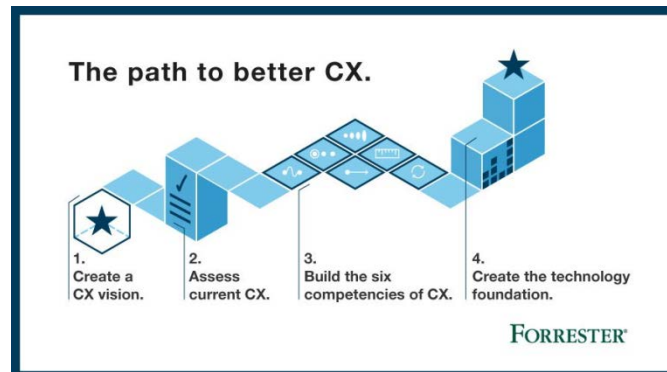
What you measure and reward is what you get?

Round Robin...

Facilitated Discussion #5



How does your organization ensure the continual improvement and maturity of the Journey over time?



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Conclusions 1 - Culture



COLLABORATION

“CX teams have the lead responsibility to focus on the customer but just as important is to collaborate with other organizations”

Customer centric cultures are required for successful operationalization

Operationalizing Customer Journeys will require a culture focused on the customer

- Organizations with CX as their prime priority need to champion, but all cross functional organizations need to participate
- Traditional cultures are deeply rooted in products and organizations, transformation is required
- Sharing customer empathy across functional areas is required for culture



Conclusions 2 – Stay the Course



COLLABORATION

*“Your journey is not yours alone.
Operationalizing means
collaboration with other
organizations plans and roadmaps”*

***CX teams tend to
be innovative and
look for rapid
change, time is
required...***

Operationalizing the Journey takes time. Changing people, process and technology takes time.

- Ensure your journeys are aligned with your technology build
- Keep the employees empathetic to the customer and understanding a simple Journey story board
- **Process changes may be your quickest and easiest of three to operationalize**

Conclusions 3 – Maturity Plan Needed



COLLABORATION

“Journeys Maturity Plan should be shared with others; CI teams, Project teams, and leadership”

CX Journeys are a shell where a customer experience will improve over time

Companies are always improving and changing. A Journey is no different. It needs a plan to mature.

- Ensure your Journeys are part of your continuous improvement plans
- Journey will need to have a sponsor or owner to own maturity
- Journeys are not a static picture the experience will change

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Call to Action

What questions or follow up should we tackle on this challenge?

1)

2)

3)



Call to Action

What three things can you do tomorrow?

1)

2)

3)