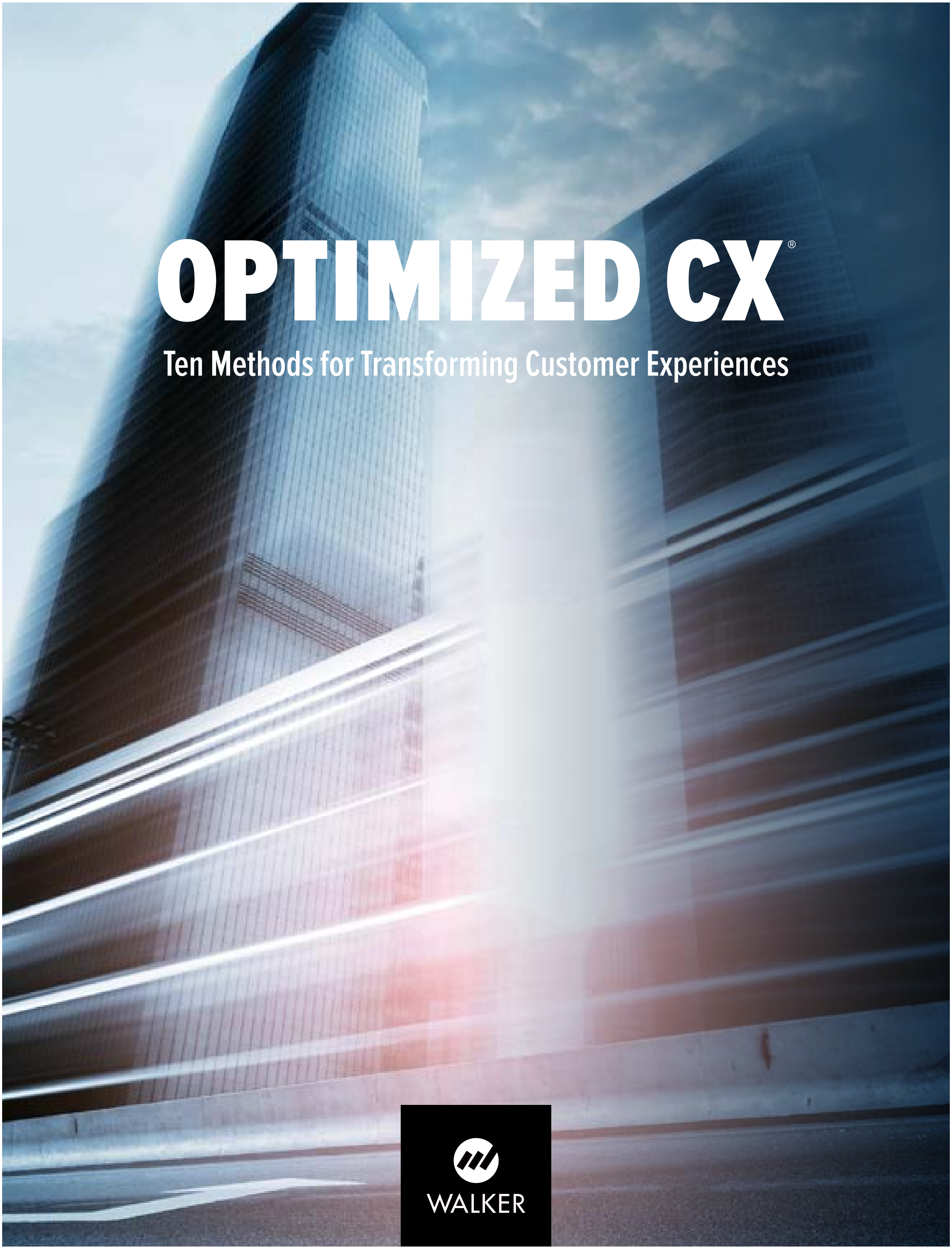
OPTIMIZED CX®

Ten Methods for Transforming Customer Experiences



WALKER

Table of Contents

Optimized CX® is a forward-focused and comprehensive approach that leverages multiple tools and resources to better identify, address, and improve customer experiences. This approach focuses on effective ways to prompt action and create business impact.

Discover Identify the business objectives and success measures. Discover where to focus, define what the relevant data/metrics are, and begin building relationships with key stakeholders.

Validate Confirm and prioritize customer-related improvement initiatives and growth opportunities by focusing analytics on targeted areas, using specific insights to guide improvement initiatives.

Optimize Embed customer intelligence and analytics into the decision support systems to prompt action when important issues and opportunities arise.

This document focuses on specific methods to help CX professionals embrace the Optimized CX approach and transform customer experiences.

Copyright ©2017 Walker Information, Inc. All rights reserved

Introduction

What does the next generation of CX look like? We know today's B-to-B customers expect more. They want personalized solutions and they want companies that are easy to work with. They want relationships with firms that are always one step ahead. In the end, they want more value and expect a superior experience.

In today's competitive environment, creating this kind of value for customers is all about optimizing the customer experience. It's rising above the traditional CX job description of reporting scores and sending recommendations to engaging in a forward-thinking approach marked by action, impact, and results.

The new CX is about embracing CX Best Practices that will:

Deliver Business Impact

- Create value for your customers and your company
- Improve experiences customers have with the products, people, and processes they encounter
- Motivate action within B-to-B companies

Elevate Your CX Program

- Reduce the reliance on surveys and decrease the investment of time asked of customers
- Leverage opportunities for all customers, not just those who respond to surveys
- Take advantage of evolving analytic techniques

This next generation of CX will challenge and energize customer experience professionals. It requires nothing less than creativity, problem solving, daring and a real "roll up your sleeves" commitment to transforming CX.

With ten innovative and practical methods, we'll show you how.

BEFORE YOU GET STARTED

The ten CX best practices shared in this report are based on the assumption that there is a clear CX vision, strategy, and architecture in place. It starts with having a clear understanding of what matters to customers and how that affects the business.

OPTIMIZE METHOD #1

Make friends...and keep them

Engage and collaborate with colleagues to promote action

Gone are the days of sending recommendations to functional groups and then turning attention to the next wave of customer feedback. CX's next advancement involves organization-wide efforts to facilitate long-term, customer-focused solutions.

It requires leadership to inspire colleagues to engage in the right action and collaborate with departments and teams in every corner of the enterprise.

Cross-functional CX - assembling your “A” team

In today's complex B-to-B companies, optimizing customer experiences won't occur without input, buy-in, and participation from a dedicated cross-functional team. CX professionals will need subject matter experts across the organization to determine the root cause of troublesome issues, brainstorm remedies, and mobilize resources to take action.

Understanding key customer interactions—moments of truth—will identify which functional teams should contribute. In most businesses, the “A” team will include representatives from:

- Sales and account management
- Product development
- Customer service and support
- Information technology
- Operations
- Channel organizations

While not permanent members of the team, colleagues from human resources, training and development, finance, marketing, and communications will be needed to lend expertise and provide direction depending on specific needs or desired results.

Keys to effective engagement – making it work

Engaging employees toward action can be a real challenge. Understanding that employees are both pressed for time and juggling a myriad of responsibilities, CX professionals must find innovative ways to motivate and engage colleagues to take action.

Copyright ©2017 Walker Information, Inc. All rights reserved

Here are some prerequisites to promoting successful engagement:

CLEAR VISION OF OUTCOMES AND THE ESSENTIAL BEHAVIORS:
To effectively influence the behaviors of others, CX professionals must have a clear understanding of the results they want to achieve, how these results will be measured, and the essential few behaviors that will generate the desired outcomes.

COMMUNICATE AND RECOGNIZE:
Cross-functional teams, business leaders, and executives will be more cohesively engaged when they know what's going on. Keep all employees well informed about customer learnings, next steps, and expectations. Any engagement effort should also include recognition of those doing the work. Recognition of individual or team contributions instills pride and ownership, and fosters engagement beyond the group, across the organization.

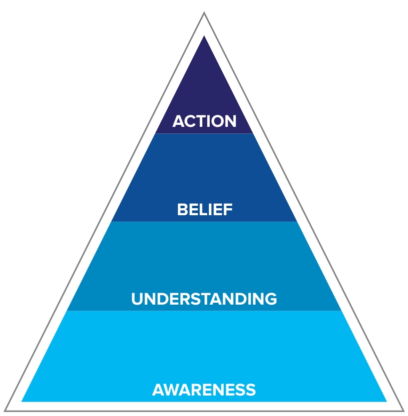
CULTIVATE LEADERSHIP BUY-IN:
Acknowledgement from executives and senior-level managers sets the foundation for committed participation and collaboration to flourish. With executives in your corner vocalizing support, action plans are more likely to be carried out.

SURPRISE YOUR SALES TEAM:
Your colleagues in sales are well informed and may initially question the usefulness of traditional customer experience information. Anticipate this reaction and think thoughtfully and creatively about ways you can provide customer intelligence that's fresh and unexpected.

MAKE THEIR JOB EASIER:
You are bound to encounter resistance if you're constantly asking sales and account managers to do more work. Consider ways to simplify their involvement by:

- Embedding customer intelligence into tools and processes they already use
- Add insights into existing processes such as quarterly business reviews and mid-contract reviews
- Organize customer intelligence to help teams prioritize action

Ultimately, CX professionals should strive to deliver valuable customer intelligence that colleagues rely on as essential and routine to the way each department works.



WALKER HIERARCHY OF ENGAGEMENT™

The Hierarchy of Engagement is a framework Walker uses to engage employees in customer experience activities. It is used to identify what must be done at each level to increase awareness, help colleagues understand their role, and develop ways to reinforce the belief that initiatives are credible and worthwhile. Only when these are in place can CX professionals expect action to occur.

OPTIMIZE METHOD #2

The right tool can fix anything

Leverage the right intelligence to fuel action

There is no shortage of tools designed to help customer experience professionals gather customer intelligence. Understanding the purpose of these tools helps ensure you have an ongoing stream of useful intelligence to launch new initiatives and refine existing ones.

What's the beauty of a toolbox? If it's well stocked, chances are good you'll have just the right tool to check that home improvement item off your list. The same is true for the "customer experience toolbox." Consider the following:

COMPANY METRICS
Company metrics are primarily used to determine the value of customer perception data and then to supplement and enhance the value. Financial metrics, such as growth, profitability, and purchase patterns, as well as operating metrics (e.g., delivery, quality, and inventory availability) are examples. Company metrics are primarily used to supplement and enhance the value of customer perception data.

CUSTOMER ADVISORY BOARDS
Generally comprised of C-suite executives from principal accounts, customer advisory boards can help gather valuable strategic information.

CUSTOMER INTERVIEWS
Capable of capturing essential detail, customer interviews allow for probing and follow up – both key to answering the "why" that's often elusive in other listening posts.

ETHNOGRAPHIC RESEARCH
Often referred to as observational research, ethnographic studies involve actually watching customers use products and solutions or creating simulations to truly understand what it's like to be a customer.

IN THE MOMENT FEEDBACK
Real-time, in the moment customer intelligence is gathered as the customer uses a product or solution. It takes shape in a variety of ways: transactional surveys, feedback tools embedded in websites, and customer event listening lounges.

JOURNEY MAPPING
Interactive and collaborative, journey mapping is a multi-faceted exercise that documents various touchpoints to arrive at key "moments of truth" in the customer relationship.

ONLINE CUSTOMER COMMUNITIES
Company-specific online communities are a valuable way to "listen in" as customers exchange ideas, ask for help or advice, and discuss the latest trends.

ONLINE CUSTOMER PANELS
Customers recruited to respond to questions on an established frequency provide quick feedback to targeted questions.

SOCIAL MEDIA
In B-to-B, "social" encompasses blogs, discussion groups, and other online sources of chatter. Synthesizing comments from social media is helpful to heighten understanding of customers and their immediate experiences.

SURVEYS
As a quantitative, scientific solution, surveys are used to determine what customers think and feel. They're valuable for providing a representative view of a large population without polling everyone.

VOCE (VOICE OF THE CUSTOMER THROUGH THE EMPLOYEE)
Customer-facing employees provide a wealth of customer intelligence, yet VOCE is often an underutilized resource for capturing feedback.

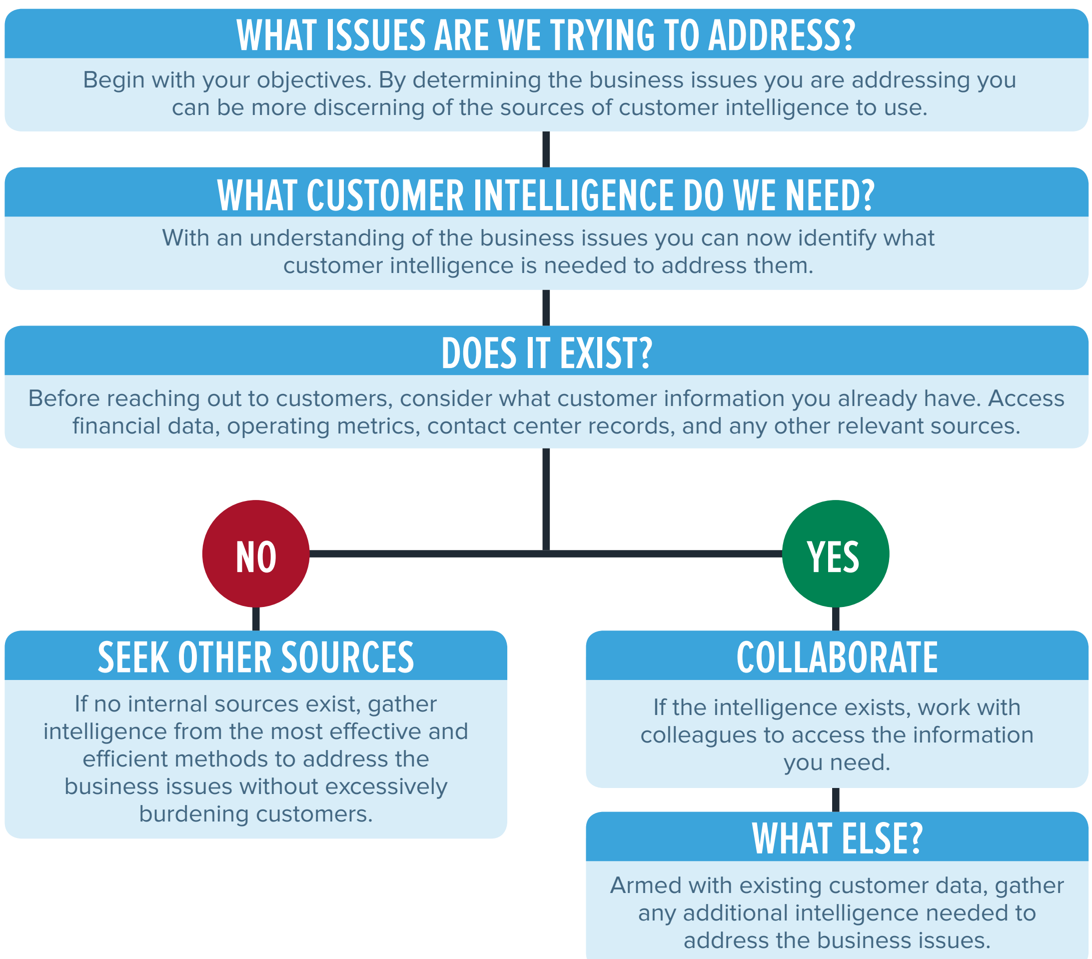
Copyright ©2017 Walker Information, Inc. All rights reserved

Too often companies take a “survey-first” approach. They decide they need to better understand the perceptions of their customers and so they launch a survey and spend time and energy trying to get as much insight from the results as possible.

However, customers have grown tired of responding to the plethora of surveys they receive. Today they expect companies to know their business and CX professionals must find new ways to understand their customers.

A Better Way

What if we flip the process? Instead, let’s start with our objectives, consider the customer intelligence we may already have, and then identify the most effective way to gather additional customer intelligence without unduly burdening our customers.



For more information on these sources, visit www.walkerinfo.com/CISources

OPTIMIZE METHOD #3

The whole picture provides a better view

Integrate data and insights to achieve the best results

Panoramic photos show every part of the landscape to provide awe-inspiring views. In the world of customer experience, there's a real benefit in viewing sources of data with the same lens.

Seeing what you have from all angles – bringing data and insights together – informs the customer experience. In fact, efforts to optimize CX gain clarity and credibility from collecting, analyzing, and integrating data to arrive at a single source of truth – a "pure, complete understanding" of the customer.

The value of data integration

Pieces of customer information dwell in nearly every functional area of today's companies. Without a common purpose, organizations within enterprises single-handedly gather information based on their own needs. While current business conditions make accounting for all available data challenging, attempting to seek out, evaluate and integrate the relevant sources of customer information provides real value – the 360-degree view vital to optimizing CX.

The power lies in bringing it all together – and CX professionals can help

Building empathy for the customer internally and working to attain organizational alignment with customer needs are ways customer experience professionals can help to set the stage for data integration. When employees more fully understand the customer experience, they are more likely to share data and collaborate to extract insights.

WHAT IS DATA GOVERNANCE?

Data Governance or Master Data Management is a continuous organizational process that establishes guidelines for managing corporate data and improving data quality. It includes collaboration between technology, business analysts, and customer stakeholders to identify and maximize data sources for insight discovery.

Copyright ©2017 Walker Information, Inc. All rights reserved

Other strategies for facilitating data integration include:

Build your network

While technology enables data integration, relationships facilitate the access to data. Customer experience professionals need to build a broad network of relationships. To do this, they must be prepared to clarify their objectives and share what they need in order to deliver experiences that customers reward.

Influence data governance

Customer experience professionals should influence data governance or data hierarchy activities in the following ways:

- Determine how the organization will define who is and is not considered a customer
- Ensure the customer is at the center of the data structure
- Develop the system or process that will effectively deliver customer intelligence to meet the diverse and unique needs of the enterprise

A Holistic View in Global Support

This dashboard demonstrates how different sources of information are pulled together to create a complete picture. It highlights the KPIs from various sources of information including operational metrics, customer feedback, and follow-up alerts.

OPTIMIZE METHOD #4

Be proactive with red flag rescue

Initiate alerts to build better relationships

It's hard to miss the inherent negativity in the word "alert." And while there are plenty of circumstances in which an alert suggests a problem, in the world of CX an alert can also signal opportunity.

The evolution of alerts - From reactive…

First there was the reactive alert – a low customer survey score or negative verbatim comment triggers an alert for sales managers and account reps to follow up with customers on issues or problems identified in a survey. It's a fool-proof approach that resonates with customers who appreciate the individual attention and initiative to resolve their issue. The survey alert inspires and motivates action, and in the end that's what it takes to optimize experiences.

…To proactive

Most customers – the vast majority, in fact – don't respond to surveys. The follow-up alert is undeniably a great tool, but it only has the potential to impact those who respond to the survey. What about the others? It's possible – maybe even probable – that some are also dissatisfied or unhappy and aren't telling you about it. Enter the proactive alert, the product of data integration and predictive algorithms that allows companies to forecast which customers may be similarly dissatisfied. Proactive alerting is an invaluable tool for restoring customer favor and reviving the customer experience.

Knowing when it's right

As a method to optimize customer experiences, proactive alerts and organized follow up should be considered when:

- Sales and account management resource are open to receiving alerts for up-sell/cross-sell opportunities.
- Companies believe a poor customer interaction (e.g., support call, delivery, installation, etc.) will negatively impact the customer relationship in the future.
- Follow-up processes are already in place and/or part of the company's culture.
- Account teams need or desire a reliable avenue for prioritizing customer activities.
- Firms want to counter and compensate for diminishing customer survey response rates.

KEEP IN MIND

Proactive alerts are used to capitalize on opportunities too. If something's working for five percent of customers, why not offer it to more?

Copyright ©2017 Walker Information, Inc. All rights reserved

Get started without going all in

While proactive follow up has vast potential and benefits, it requires an investment of time and resources. Curious firms investigating the merits of proactive alerts shouldn't feel compelled to go all in. To get started, there are ways to apply the basic concepts on a smaller, more conservative scale. In lieu of complex algorithmic science, you can use expert opinion within your organization to set up general criteria for proactive alerts and refine the process overtime.

Do your homework – the value of follow-up documentation

Firms engaging in proactive follow up will find tremendous value in documenting every case. Capturing basic details about individual customer interactions can fuel root cause analysis, signal emerging systemic issues, and lead to faster fixes which reduces the overall volume of issues. Resolving problems on a case-by-case basis is good, but companies shouldn't overlook the value in going up-stream to identify a broader set of potential trouble spots.

The evolution of CX Alerts

From alerting based on what's known, to alerting based on what's likely to be true.

REACTIVE

React to customer feedback (from those that respond) on issues and opportunities

PROACTIVE

Leverage data to anticipate and forecast customer issues and opportunities from *all* customers

OPTIMIZE METHOD #5

Savvy signals soften the noise

Adopt early warning to maximize opportunity

Companies collect a wide variety of data on an ongoing basis, setting the stage for the next iteration of alerting – one that goes beyond case-by-case issue resolution to spot wider-reaching, systemic trends with potential to impact larger groups of customers.

Walker TrendAlert™ is an early warning system that uses and analyzes data companies are already tracking to trigger alerts at a strategic level, in near-real time, while the issue is trending, so companies are able to proactively respond.

Highly predictive, sophisticated solution

Walker TrendAlert is all about alerting companies to situations outside the norm – providing a "heads up" to issues or circumstances – that may require action.

- Walker TrendAlert is not beholden to a company's standard cadence for review of metrics (month by month, quarter by quarter, year by year). The system runs in the background reviewing trends at all times, offering the best chance to identify a meaningful change at the earliest opportunity.
- This approach draws value from comparing past data to what's happening now to determine if the pattern of information is normal or if activity signals an emerging issue.
- Understanding that data is inherently variable day to day, Walker TrendAlert – designed to work behind the scenes – is focused on changes that are outside the norm or unique.
- Engaging this type of early warning system allows B-to-B companies to monitor hundreds of trends – a task not easily managed by CX professionals today.

While Walker TrendAlert can signal problem areas, it's also a valuable approach to identifying positive trends in time to capitalize on them, initiate efforts to extend them, or celebrate CX accomplishments.

VELOCITY

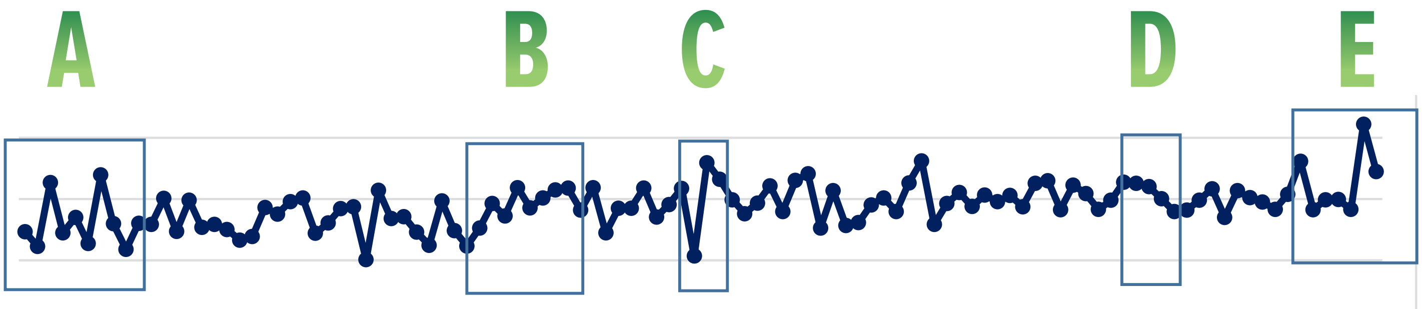
A measure of the customer experience, velocity represents the speed and direction of changes. It's a key ingredient in Walker TrendAlert.

Copyright ©2017 Walker Information, Inc. All rights reserved

WALKER
TRENDALERT™

Spot the change

Below is a trend line representing the customer perception of time to resolve. Can you find the meaningful change in this trend line? Which highlighted section of the trend line represents a change that is worthy of recognition or concern?



When implementing alerts for systemic trends in customer experience metrics, Walker recommends the Goldilocks principle. Some trends, when considered visually show data that is too frequent, making it difficult to identify meaningful difference (like the example here). Others (think quarterly or annually) are too infrequent, often causing CX professionals to overlook meaningful trends or identify the change when it's too late, putting them in a reactive mode. Walker TrendAlert looks at time periods that are just right because our algorithms look at the lowest possible timeframe that makes sense for the data and it generates an alert when meaningful changes occur.

Walker TrendAlert doesn't rely on visual identification or analyzing individual time points. It's a sophisticated system for detecting the true signal amongst the noise.

ANSWER KEY

In this example, B represents a meaningful change in customer satisfaction with time to resolve. During this time period this satisfaction measure reset itself to a new, higher norm. It signals a systemic increase in customer satisfaction.

OPTIMIZE METHOD #6

Track action like a champ

Track initiatives to deliver accountability

To move from "recommendations to ROI," a desired state of customer experience discussed in Walker's *Customers 2020* report, CX professionals need effective tools to provide the vital connection from action planning to execution.

While gathering customer feedback and delivering relevant results are still part of the job, today's customer experience professionals find themselves in increasingly strategic roles that demand more. With greater expectations, CX pros are being called upon to oversee action planning, track progress, and measure results.

The Initiative Tracker— energizing today's best practice

Think of the B-to-B Initiative Tracker as a "to-do" list on steroids. Imagine you've just facilitated an action planning workshop with participants from across your organization. Brainstorming and cross-functional discussion generated great ideas and recommendations, and you walked out of the room with actionable initiatives with assigned owners and deadlines for completion. That, combined with a little technology, our Initiative Tracker - a customizable tool CX professionals can own to bridge the gap between recommendations and ROI.

Initiative tracking 101

IDEAL FOR SYSTEMIC ISSUES. Not suited to track issues specific to individual or even small groups of customers, the Initiative Tracker is most effective in managing systemic concerns that affect the wider customer base.

REQUIRES CROSS-FUNCTIONAL PARTICIPATION. Issues logged in the Initiative Tracker typically require cross-functional engagement to resolve. Trackers will initially be developed through input from a cross-functional team assembled solely for the purpose of identifying systemic issues that need attention. The team meets regularly to review recent activity, assess big-picture progress and revise the list.

DOCUMENTS ACTIVITY IN USER-FRIENDLY FORMAT. In between meetings, business owners update status and record progress toward completion in the Initiative Tracker. Simple and easy to use, the Initiative Tracker captures basic information: name/nature of issue, owner, status, status description, deadline, and last time updated. Simple color coding that corresponds to the status or deadline – on time, delayed or past due – provides quick, at-a-glance information.

STUDY SHOWS

Writing down goals and adding accountability increases achievement by 78%.

Copyright ©2017 Walker Information, Inc. All rights reserved

WALKER

INITIATIVE**TRACKER**™

COLLABORATION PLATFORM TO TRACK ACTION AND DRIVE RESULTS

- **Review**
  Periodic cross functional review of issues
- **Identify**
  New systemic issues identified and prioritized
- **Assign**
  Owners, actions, and success measures recorded
- **Track**
  Ongoing status updates visible enterprise-wide
- **Validate**
  Success measures monitored

Tracking takeaways – how you'll benefit

ESTABLISHES CLEAR OWNERSHIP — Assigning a business owner to each initiative ensures someone is responsible for seeing it through to completion.

PROVIDES BUILT-IN ACCOUNTABILITY — Documenting initiatives and responsible parties encourages accountability and provides motivation for follow through to completion.

CREATES ORGANIZATIONAL VISIBILITY — With real-time information and status updates on issues, customer-facing associates have the latest information in a concise format – right at their fingertips – to share with customers.

ENABLES BROAD-BASED DIRECT-TO-CUSTOMER COMMUNICATION — CX professionals can use the Initiative Tracker to proactively send updates on systemic issue resolution to all affected customers, helping to create goodwill and strengthen relationships.

OPTIMIZE METHOD #7

Open a CX laboratory

Test and learn to create meaningful impact

As customer experience professionals take responsibility for transforming the customer experience, they'll need and want reliable ways to determine whether making a change will actually deliver the desired result, and more importantly, how it will resonate with customers.

Asking your customer advisory board or online customer panel to weigh in on new concepts or proposed changes is a good way to start, but adopting a "test and learn" mentality is a more effective way to assess true impact and reaction from real customers.

Everyone does it – and so should CX

Product development and marketing teams in nearly every industry use "test and learn" concepts to gauge how receptive customers are to new products, features, and services. Testing options with customers on a small scale not only saves money, it provides real-world learnings to inform future planning and decision-making. Does this approach work? Do we need to modify it? These are just two of the basic questions test and learn can answer.

While pilot programs and test and learn experiments are commonplace in other disciplines, the concept is relatively new in CX. The premise of formulating a hypothesis and then testing it certainly applies to customer interactions too.

Your laboratory: what test and learn forces CX to do

Embracing a test and learn philosophy requires specificity. Start with the specific problem or opportunity and consider these questions:

- What can we do to resolve the issue?
- How many customers – and which ones – can we try it with?
- What outcomes do we expect?
- Who will be our control group?

Nearly all test and learn projects require an organizational commitment that extends beyond the CX team. Others will need to be involved to facilitate the intervention and record the results. That's why specificity is key – you'll need good indicators that you're testing the right interventions with the right customers. You'll also need to determine how to apply the results so that you can scale it appropriately.

CONTROL GROUPS ARE VITAL

Often overlooked, control groups are essential to the success of test and learn experiments. Establishing a control group allows the business to isolate the specific impact of the change. It's the barometer that lets the business know whether or not the change is worth the investment.

Copyright ©2017 Walker Information, Inc. All rights reserved

An Example from One Company

One market-leading internet security companied developed an action plan to improve unsecured customer relationships by using controlled experiments. Here are the six steps they implemented to attain dramatic results:

Information Gathering & Analysis	Customer intelligence was leveraged to prioritize where to focus, but this step did not provide direction on what specifically should be done to improve.
Synthesis of Findings	Customer intelligence was combined with operational metrics and insights from subject matter experts to enhance their understanding of the situation.
Develop & Test Hypotheses	A list of hypotheses were developed. During this stage, existing data was used to prove or refute each hypothesis.
Identify Possible Solutions	Based on the hypothesis testing, all possible solutions to the issues were explored – nothing was ruled out. A list of possible "fixes" was then prioritized to determine which to try first.
Field Test	Before implementing changes across the entire customer base, field tests were conducted with a small set of customers.
Outcomes & Best Practices	Based on the outcome of field tests, some initiatives were discontinued. However, others led to dramatic improvement and changes were then implemented for all customers.

Using this process the company recorded a dramatic improvement in customer loyalty as well as substantial reduction in trapped and at-risk customers.

OPTIMIZE METHOD #8

Charts and graphs rarely (if ever) inspire

Tell the story to motivate action

Influencing people toward action on behalf of the customer experience starts with telling the customer's story. It's about tapping into emotions, creating empathy and putting employees in closer touch with what it's really like to be a customer.

Rise above the status quo – when to tell a good story

Numbers, graphs, and spreadsheets definitely have their place in business. They communicate important information, chart progress, and reflect what's necessary to achieve success. But, let's face it, sometimes there's more to say – especially when it comes to helping employees understand the customer experience.

So, when and how should you rise above the status quo with a good story? There's really no prescription or limit – customer stories can be weaved into nearly anything you do or develop that touches employees. Consider these opportunities:

- Presentations, particularly when senior leaders and executives are addressing large groups of employees
- Written reports
- Workshops
- Training and development
- Internal newsletters and company intranet
- Employee roundtables and orientation
- Electronic signage in cafeterias, common areas, or break rooms

Walker has published a series of tools to help CX professionals tell the customer story more effectively. Download a copy at walkerinfo.com/storytelling.

Copyright ©2017 Walker Information, Inc. All rights reserved

How to tell the story – what works?

There's no right or wrong way to tell a customer story. As you're brainstorming, keep these questions in mind:

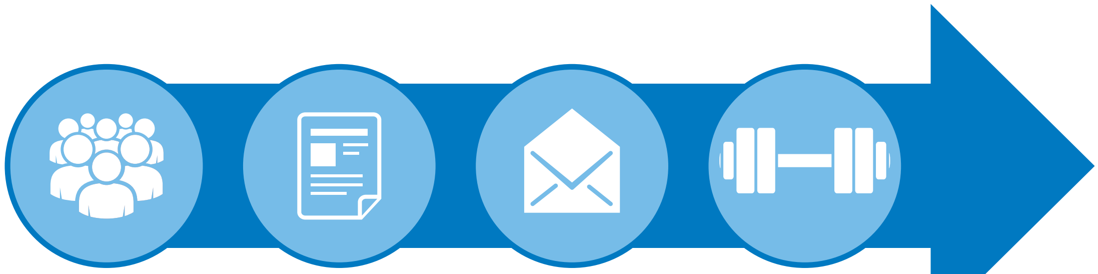
- Who is my audience and how do I want to change their mindset?
- What's the message – what am I really trying to communicate?
- How can I deliver my message in the most impactful way?
- How can I strengthen my approach to achieve my objective

There are a variety of tools and methods for creating memorable impact. Here are some ideas:

- Share a recorded customer service or support call
- Tell a story of a specific customer's experience
- Develop an infographic
- Engage in role playing
- Create videos to show a process the customer goes through
- Select customer comments and run as a scroll in electronic signage
- Design posters or displays to showcase customer stories
- Create a visual representation to facilitate better understanding of a customer problem or concern

Telling the customer story

Walker recommends a four-step process to effectively communicate customer stories that engage employees and prompt customer-focused action.



OPTIMIZE METHOD #9

Show me the money

Determine the impact to show success

As CX works with teams throughout the organization to transform customer experience, a responsibility to measure impact and demonstrate value emerges.

With more B-to-B companies acknowledging that customer experience contributes to business success, CX professionals are embracing their new role as change agents. As this movement continues, CX professionals will be compelled to identify and collect ways customer-focused change promotes growth and profitability.

Assess impact – think about these three

While it can be challenging to assess the impact of customer experience initiatives in large, complex organizations, it's essential for CX professionals to gather evidence proving these efforts add value. It can be helpful to think about measuring impact in three ways.

Financial outcomes

Calculating the return on investment of CX initiatives is still the gold standard – the best and most persuasive way to show that what you're doing adds real value to the business. It can take time to show financial impact, but CX professionals must lay the groundwork and build relationships to get individuals involved and willing to execute the action plan.

Involvement

If you're engaged in action to improve customer experience, keep good track of it. Demonstrate the value of your program by recording your involvement and activities. Some questions to ask and answer:

- How many internal teams are completing follow-up action? With how many customers?
- How many one-to-one conversations are account teams having with customers?
- How many internal customer experience presentations are you giving?
- How many workshops have you conducted, and how many employees have participated?
- What is the organizational impact of motivating employees and teams to think about customer experience?

Copyright ©2017 Walker Information, Inc. All rights reserved

Making the Case for CX investments

RIGHT THING

CX professionals can state the obvious – every company should listen to their customers. It's the right thing to do.

RESEARCH

CX professinals can cite research showing that companies with strong customer experience initiatives perform better in their respective markets.

SCORES

CX professionals can cite the ability to increase customer metrics such as loyalty, or NetPromoter scores since they often tie to higher retention and faster growth.

IMPACT

The best approach is to focus on optimizing specific customer experiences that truly matter to customers – these typically show tangible and measurable financial impact.

Execution

Again, look beyond numbers to determine how you're making a difference. Take a close look at how many processes you've influenced, changed or improved based on customer feedback. Questions to ask may include:

- Are there any systemic issues that have been identified through customer feedback?
- How many action plans have you initiated?
- Are there any cases in which your initiatives have streamlined processes, eliminated redundancy or saved time?

Keep impact top of mind

It will be easier for CX professionals to measure impact and outcomes when evaluation remains at the forefront – when it becomes part of the job. You can do this by establishing measures of success up front. Build measurement into each initiative's action plan, and determine how impact will be assessed.

OPTIMIZE METHOD #10

Tomorrow is in your hands

Take credit to elevate your program

You've made the plans. You've done the work. You're seeing results. Don't let your efforts to transform customer experience end there.

As an integral part of a large B-to-B company, customer experience professionals must build in time to promote their efforts and communicate successes both internally and externally. Here's why taking credit and spreading good news are important:

ELEVATES YOUR PROFILE. Don't take a chance that CX successes will go unnoticed. Earlier in this report we discussed the importance of assessing impact and measuring outcomes. Use that information to be sure employees and senior leaders know what you're doing to improve customer experience and how it adds value.

GAINS CREDIBILITY INTERNALLY. The ability to drive real change is easier when customer experience professionals have strong relationships across the organization. Communicating your objectives and how your work impacts customers helps you gain credibility with those you seek to partner with.

ENABLES PROGRAM STABILITY. Today's business environments are unpredictable. Organizational changes may require you to explain your objectives and justify your value to new leaders. Documenting how you've made a difference can help make the case.

INSTILLS PRIDE. Employees enjoy seeing how their company takes care of customers. Highlighting CX successes instills pride and perpetuates customer focus.

MAKES AN IMPRESSION WITH CUSTOMERS. If you're committed to enhancing customer experience and can show examples, customers will take note (and they'll appreciate you for it).

Copyright ©2017 Walker Information, Inc. All rights reserved

How to spread the word

Internally - create a culture around the customer

Ensure CX is visible to your board

Host a CX event

- Promote your program
- Explain why it exists
- Share what you're learning and how it impacts the company

  (Tip: Consider a celebration to coincide with worldwide Customer Experience Day, which occurs annually in early October – check out cxday.org)

Use existing internal communications resources

- Partner with communications colleagues for advice and support
- Publish articles in your company's newsletters; perhaps consider a recurring CX column or monthly blog posts

Brand your program

- Take the initiative to name your program
- Develop a logo and/or slogan

Start a CX awards program

- Recognize teams or individuals for exceptional CX successes

Externally - make a good impression with customers and shareholders

Speaking engagements

- Promote your efforts and accomplishments at industry conferences
- Share examples of best practices you've developed
- Make a good impression with customers and stakeholders

Public/media relations

- Work with your company's public relations department to develop a proactive media plan for sharing CX success stories

Shareholder reports; information for analysts

- Publish CX accomplishments in shareholder reports
- Consider ways you can promote your program and achievements with analysts

Let's get started

The starting line will be different for every company depending on where they are and what they've already accomplished. Generally, the first step is to make sure your program is aligned with business objectives and active leadership is established. With those two activities in place, implementing any or all of these approaches is possible.

Consider the challenges or opportunities you face today. Do you want to:

- **Get people to pay attention and take action?** If so, focus on methods one, four, five, six, and seven. Method eight, storytelling, is also a powerful tool for getting attention.
- **Be more efficient and effective in terms of identifying where to focus?** If so, the alerting methods (four and five) are the right approaches for you.
- **Get employees engaged?** Method one is all about the resources for action.
- **Increase the credibility of your program?** Action speaks louder than words, and there's no better way to establish credibility than to create an impact for the business. Focus on methods nine and ten.
- **Revise the way you listen to customers?** Communication tools and approaches are rapidly evolving and CX professionals must constantly ask themselves are they using the right approaches to capture customer intelligence. Method two can help with this.
- **Show customers what you're doing?** Storytelling and getting credit for your work are great ways to share the progress you're making. Consider methods eight and ten if this is your current objective.

The most important step is to get started. Take on your challenges and let Walker know how we can help you succeed.

About Walker

Walker is a customer experience consulting firm. We specialize in helping today's business-to-business companies build and maintain a competitive advantage by delivering an exceptional customer experience. Our team of senior consultants averages more than 20 years of experience and they deliver a wide range of services to meet and exceed our clients' objectives.

And it works – Walker clients outperform the market by more than six to one!

Walker's Solutions and Services

No two companies are alike, so we collaborate with each client to understand their business, focus on their objectives and deliver the right combination of services to accelerate their success. No consulting firm can match Walker's focus on customer experience and the broad range of solutions and services we deliver, which includes:

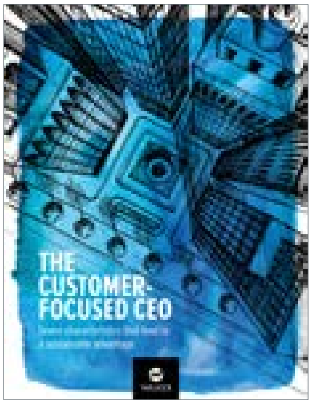
- Customer experience assessment programs, which result in execution-ready strategic roadmaps.
- Journey mapping services to document the customer touchpoints and focus on "moments of truth."
- Design of customer "ideal experiences," targeting problem areas and identifying opportunities for breakthroughs.
- Collection of customer insights, leveraging a wide range of methods to understand the perspective of the customer.
- Advanced analytics services to interpret customer intelligence and improve decision-making.
- A full range of technology services to manage customer data and integrate with clients' existing systems.
- Action planning and change management services to prompt transformation across the organization.
- Education and training services to engage employees and foster a customer-focused culture.

The most important step is to get started. Take on your challenges and let Walker know how we can help you succeed.

Learn more about Walker at www.walkerinfo.com.

Copyright ©2017 Walker Information, Inc. All rights reserved

SPECIAL REPORTS AVAILABLE FROM WALKER



Check out all of Walker's special research reports at walkerinfo.com/knowledge-center

Walker Resources

Walker B-to-B CX Summit

The industry's only conference focused on the latest and best customer experience strategies for B-to-B companies. We feature powerful keynote presentations, engaging workshops, and valuable networking all aimed at sharing best practices to improve the way companies drive business success. Learn more at www.walkercxsummit.com.

Walker Webcasts

We produce a popular series of monthly 30-minute webcasts on a variety of customer experience topics. Each webcast is hosted by Walker's thought leaders. Learn more at www.walkerinfo.com/knowledge-center/webcasts.asp.

Keynote Presentations

Walker's thought leaders deliver excellent keynote presentations on a wide range of customer experience topics. Consider bringing a Walker executive to your next big event.

Custom Workshops

Walker conducts dozens of workshops for leading companies. Whether you're considering a session of two hours or two days, consider hiring the experts at Walker to help plan and execute your next customer experience workshop.

Walker Knowledge Center

Walker's Knowledge Center is an outstanding resource for customer experience leaders. You have access to informative webcasts, thought-provoking white papers, powerful case studies, eBooks, and more. Learn more at www.walkerinfo.com/knowledge-center.

WALKER

www.walkerinfo.com