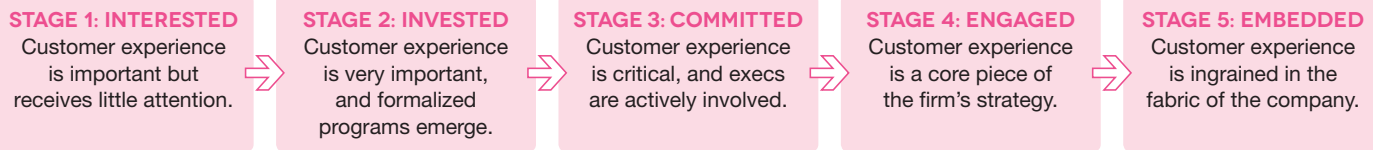


PLAYBOOK FOR CUSTOMER EXPERIENCE LEADERS

THE FIVE STAGES OF EXPERIENCE BASED DIFFERENTIATION MATURITY



KEY DIFFERENCES ACROSS THE FIVE STAGES OF CUSTOMER EXPERIENCE MATURITY

	VOICE OF THE CUSTOMER (VOC)	KEY ROLE OF CENTRALIZED CUSTOMER EXPERIENCE ORGANIZATION	PERSPECTIVE OF SENIOR EXECUTIVES
STAGE 5: EMBEDDED	Customer insight prevalent in every aspect of the business	Reinforcement of customer-centric culture	View their role as keeper of customer-centric culture
STAGE 4: ENGAGED	VoC integrated into key processes	Best practice sharing across organizations	Incorporate customer experience as a core tenet of overall business strategy
STAGE 3: COMMITTED	VoC tailored to the needs of different organizations	Provide consultative support to, and build network of customer experience advocates across, the organization	Understand link between customer experience and business results and willing to make significant investments
STAGE 2: INVESTED	Consolidated customer experience metrics and process for fixing problems	Manage VoC process, internal communications, and small number of projects	Believe that customer experience is very important and add goals to their direct reports
STAGE 1: INTERESTED	Evaluating different customer experience listening posts	Evangelism and collection of existing customer insights	Think that customer experience may be important

THE EXPERIENCE BASED DIFFERENTIATION SELF-TEST TO IDENTIFY YOUR FIRM'S STAGE OF MATURITY

To rate your firm, determine how much you agree with each statement:

Completely agree: **+2** | Somewhat agree: **+1** | Neither agree nor disagree: **0** | Somewhat disagree: **-1** | Completely disagree: **-2**

PRINCIPLE 1: OBSESS ABOUT CUSTOMER NEEDS, NOT PRODUCT FEATURES RATING	PRINCIPLE 2: REINFORCE BRANDS WITH EVERY INTERACTION, NOT JUST COMMUNICATIONS	PRINCIPLE 3: TREAT CUSTOMER EXPERIENCE AS A COMPETENCE, NOT A FUNCTION	INTERPRETING SCORES FOR EACH PRINCIPLE 6-8: Excellent; 3-5: Good; 0-2: Problem; <0 Major flaw														
<p>"Our company has a clearly defined set of target customer segments."</p> <p>"Employees across the company share a consistent and vivid image of target customers."</p> <p>"Primary research is used to fully understand the needs and behaviors of target customers."</p> <p>"Decision-making processes systematically incorporate the needs of target customers."</p>	<p>"The attributes of our company's brand are well defined."</p> <p>"Employees fully understand the key attributes of our brand."</p> <p>"Our company's brand drives how we design customer experiences."</p> <p>"We translate brand attributes into specific promises we make to customers."</p>	<p>"Senior executives regularly interact with target customers."</p> <p>"Senior executives consistently communicate the importance of serving target customers."</p> <p>"Employees across the company are recognized and rewarded for improving the experience of target customers."</p> <p>"The quality of interactions with target customers is closely monitored."</p>	<p>INTERPRETING YOUR GRAND TOTAL</p> <table border="1"> <thead> <tr> <th>Total</th> <th>Stage of Maturity</th> </tr> </thead> <tbody> <tr> <td>20 to 24</td> <td>Stage 5: Embedded</td> </tr> <tr> <td>15 to 19</td> <td>Stage 4: Engaged</td> </tr> <tr> <td>10 to 14</td> <td>Stage 3: Committed</td> </tr> <tr> <td>5 to 9</td> <td>Stage 2: Invested</td> </tr> <tr> <td>0 to 4</td> <td>Stage 1: Interested</td> </tr> <tr> <td><0</td> <td>Not on journey</td> </tr> </tbody> </table>	Total	Stage of Maturity	20 to 24	Stage 5: Embedded	15 to 19	Stage 4: Engaged	10 to 14	Stage 3: Committed	5 to 9	Stage 2: Invested	0 to 4	Stage 1: Interested	<0	Not on journey
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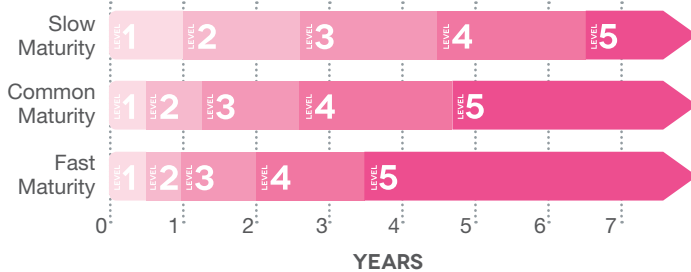
PLAYBOOK FOR CUSTOMER EXPERIENCE LEADERS

EVALUATING THE READINESS FOR A SENIOR CUSTOMER EXPERIENCE EXECUTIVE

	NO	YES
Does your company view customer experience as critical to its success?	<input type="checkbox"/>	<input type="checkbox"/>
Does your company have the ambition to change how it interacts with customers?	<input type="checkbox"/>	<input type="checkbox"/>
Is customer experience viewed as an integral part of your firm's overall strategy?	<input type="checkbox"/>	<input type="checkbox"/>
Is your CEO willing to hold the executive team accountable for customer experience improvements?	<input type="checkbox"/>	<input type="checkbox"/>
Can the CC/EO candidate be comfortable without a large organization?	<input type="checkbox"/>	<input type="checkbox"/>

Readiness based on number of YES answers:
5: GOOD; 4: FAIR; 3: POOR; 0-2: TERRIBLE

THREE POTENTIAL TIMELINES FOR EXPERIENCE BASED DIFFERENTIATION MATURITY

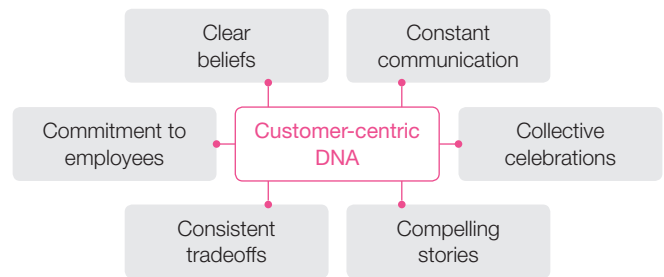


CUSTOMER-CENTRIC DNA

CUSTOMER-CENTRIC DNA EVOLVES ACROSS THE FIVE STAGES OF CUSTOMER EXPERIENCE MATURITY

- Stage 5: Embedded** **Customer-centric DNA arrives:** Almost every employee is fully aligned with the company's clear mission to deliver world-class customer experience.
- Stage 4: Engaged** **Customer-centric DNA spreads:** Most employees are deeply committed to helping the company better serve its customers.
- Stage 3: Committed** **Customer-centric DNA emerges:** Many employees feel personal responsibility for delivering good customer experience.
- Stage 2: Invested** Employees begin to think that customer experience is an important component of their day-to-day efforts.
- Stage 1: Interested** No strong customer-centric culture

THE SIX C'S OF CUSTOMER-CENTRIC DNA



POTENTIAL RESPONSIBILITIES FOR A CENTRALIZED CUSTOMER EXPERIENCE ORGANIZATION

ROLE	ACTIVITIES
Customer insight management	<ul style="list-style-type: none"> Manage voice of the customer efforts. Collect information from listening posts, analyze data, and provide tailored insights to meet the needs of different organizations. Evangelize the use of voice of the customer data across the company.
Customer experience measurement	<ul style="list-style-type: none"> Define customer experience measurement frameworks. Create overall customer experience dashboard. Track metrics and provide regular scorecard of results.
Employee communications	<ul style="list-style-type: none"> Develop communications plan for ongoing and episodic communications. Establish Intranet access to customer experience efforts and progress. Coach executives on content and style of communications.
Process improvement	<ul style="list-style-type: none"> Establish framework for describing interactions from the customer point-of-view. Help different organizations map existing processes and identify problem areas. Help different organizations design improved processes.
Customer advocacy	<ul style="list-style-type: none"> Proactively define key customer experience "opportunities to improve." Infuse customer point of view in decision-making.
Culture and training	<ul style="list-style-type: none"> Help executive team codify organization's desired culture. Develop programs for instilling the culture in new and existing employees. Define measurements for cultural alignment.
Issue resolution management	<ul style="list-style-type: none"> Define process for identifying and responding to customer problems. Escalate problems that do not get resolved.
Cross-organizational coordination	<ul style="list-style-type: none"> Identify needs of different organizational groups. Build network of customer experience advocates across the company. Share best practices across the company.