Introducing the Customer Experience Operating Model

An McorpCX Thought-Leadership Webinar: Activating a Customer-First, Digitally Enabled Business

June <u>19, 2019</u>



Your Hosts:



Michael Hinshaw Founder & President McorpCX

- CX industry pioneer and thought leader, on multiple "Global CX Thought Leaders to Watch" lists
- Best-selling author: Smart Customers, Stupid Companies: Why Only Intelligent Companies Will Thrive, and How To Be One of Them
- Mentor and Richard H. Holton Teaching Fellow at U.C. Berkeley's Haas Business School



Graham Clark Director, Digital Experience McorpCX

- Former global head of Digital, Digital Experience and Multichannel CX at Isobar, NIIT & Mphasis
- Creator of Digital Customer
 Company and Digital E3
 (Emotional/Empathetic/
 Experiences) frameworks for
 Digital Operating Models
- Fortune 50 leadership to startup entrepreneur, founding 5 digital companies



Stephen Shay Vice President McorpCX

- Senior technology and Customer Experience strategist
- Former Microsoft General Manager responsible for building internal Customer Experience practice
- Sales, Operations, and IT background responsible for leading cross-company, transformational initiatives







Delivering measurable value and ROI: One example...

Greater top-line revenue ~\$25.8 million/ 10% annually Faster time to market From 90 days to under 7 Decreased operating costs

Saving millions of dollars annually

Greater customer satisfaction 200%+





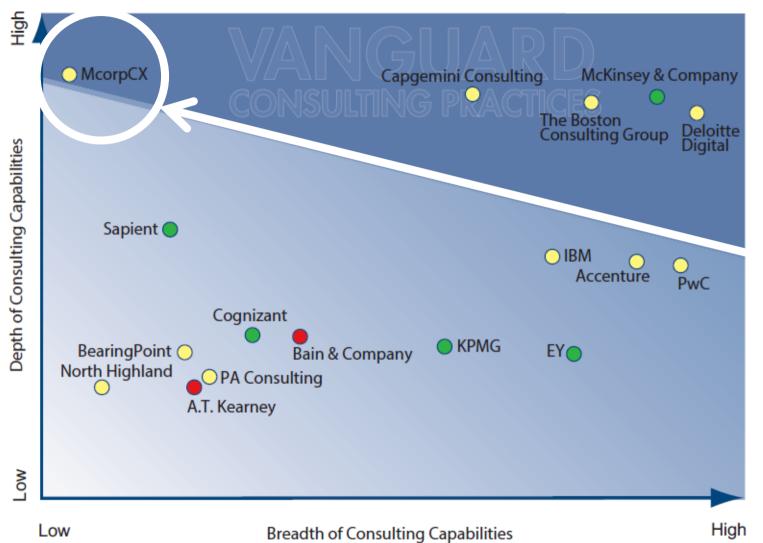




Proven across multiple markets and industry verticals



Independently ranked Top-20 digital CX & strategy leader



"[Their] narrow but deep market position enables **McorpCX** to effectively serve both the SME market and the largest global corporations"¹

> -- ALM Intelligence: The Kennedy Vanguard

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Today we're going to: Discuss why to transform your business model; Introduce the CXOM; See how to use it; Learn how to design your CXOM; Share key questions to ask, and pitfalls to avoid.



What is a "business operating model" and how does that help an organization to improve performance?

A Model

Which is a dynamic view of how an organization delivers value to its customers, and how it runs itself.

To better Understand How we're going + to achieve our goals By better organizing + and managing resources and capabilities

Helping align + strategic thinking across the organization So we can more effectively operate our business...



Q: When should an organization consider changes to its business operating model? A: When business changes

"Business modeling is the managerial equivalent of the scientific method—you start with a hypothesis, which you then test in action and revise when necessary."

- Harvard Business Review, Why Business Models Matter



- Customers Change
- Markets Change
- Value Propositions Change
- Go-to-Market or Other Strategies Change
- Cost Structures Change (Or They Need To)
- Management Changes
- Revenue or Margins Change



Six key trends with massive business model impacts

1.	2.	3.
Changing	The Need For	Changing Value
Customer	Digital	Drivers of Customer
Expectations	Transformation	Experience
4. Commoditization Across Industries	5. Swiftly Evolving Technology Landscape	6. The Overall Pace of Innovation and Disruption

To start: The value of customer experience is now clear

Greater bottomline revenue growth^{1,2}



Customers 4.5x more willing to pay premium³



Top-line revenue up to 5.1x greater than laggards³



Up to 2x greater customer and employee loyalty¹

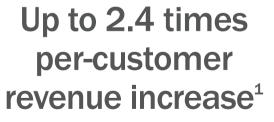
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Lower churn and increased retention^{1, 2}



Typical growth double that of competitors² Significantly reducing cost to serve customers¹



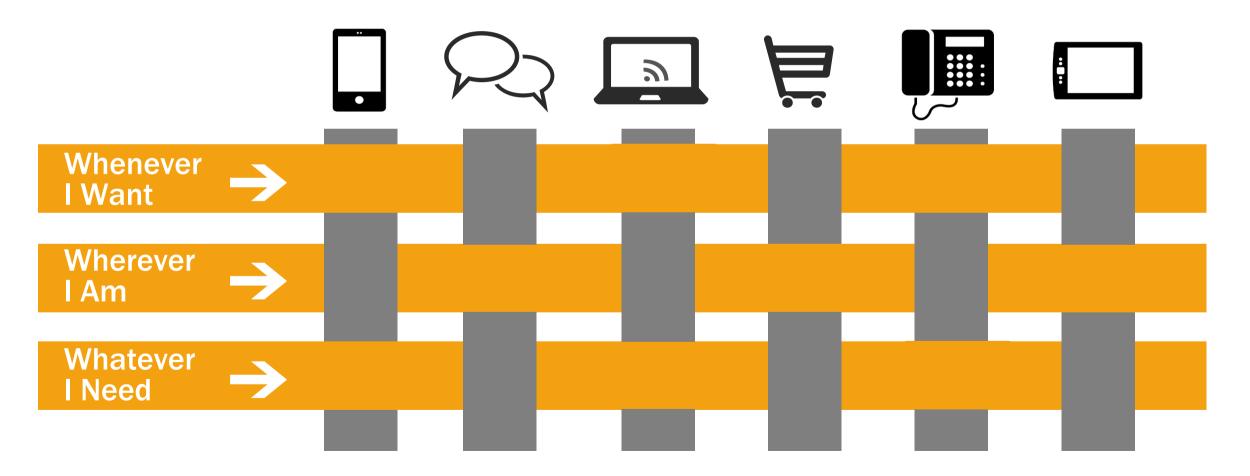


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Digital continues to accelerate across industries, while customer expectations of experience continue to evolve





As the discipline of CX (and customer expectations) evolves, so must your model for delivering value....

CX Techniques (2000 on...)

More Tactical, Issue-Driven

Tools like Journey Mapping and Persona; Metrics like CSAT, CES and NPS CX Improvement (2010 on...)

More Holistic, Capability-Driven:

CX Strategy and Management Capabilities;

Customer Understanding, CX Design Capabilities

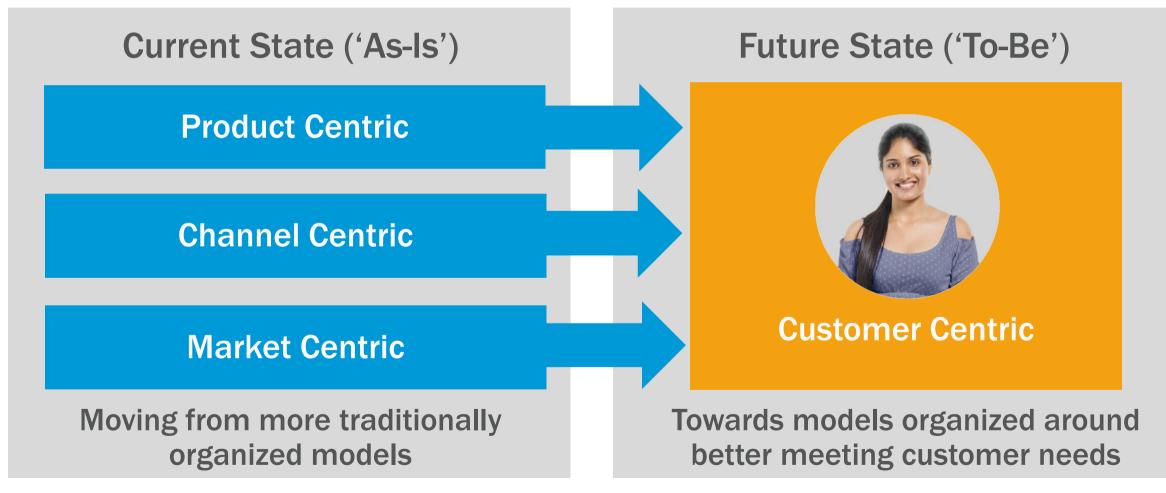
CX Transformation (2017 to ?)

Integrated, Operating Model-Driven:



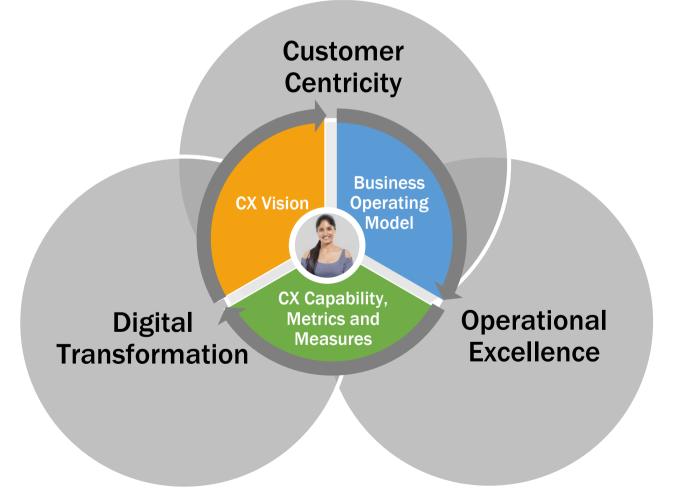


Yet many business operating models are misaligned with the implications of these trends, and underperform





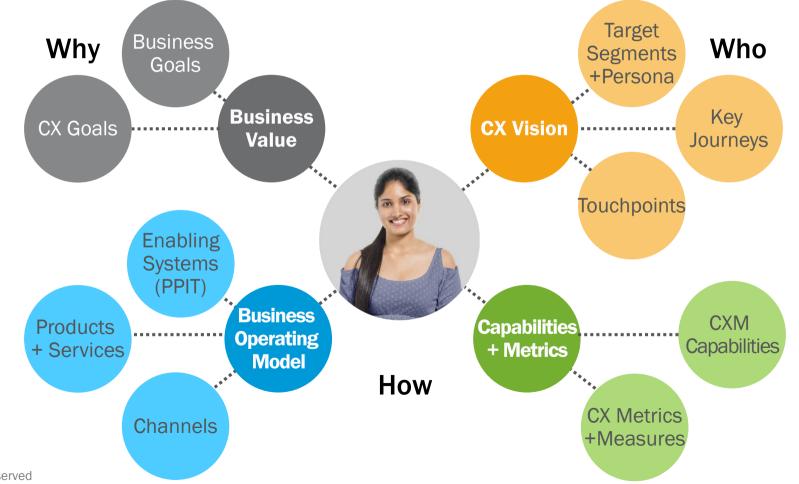
Which is why todays leaders focus on operating model design at the intersection of these three disciplines



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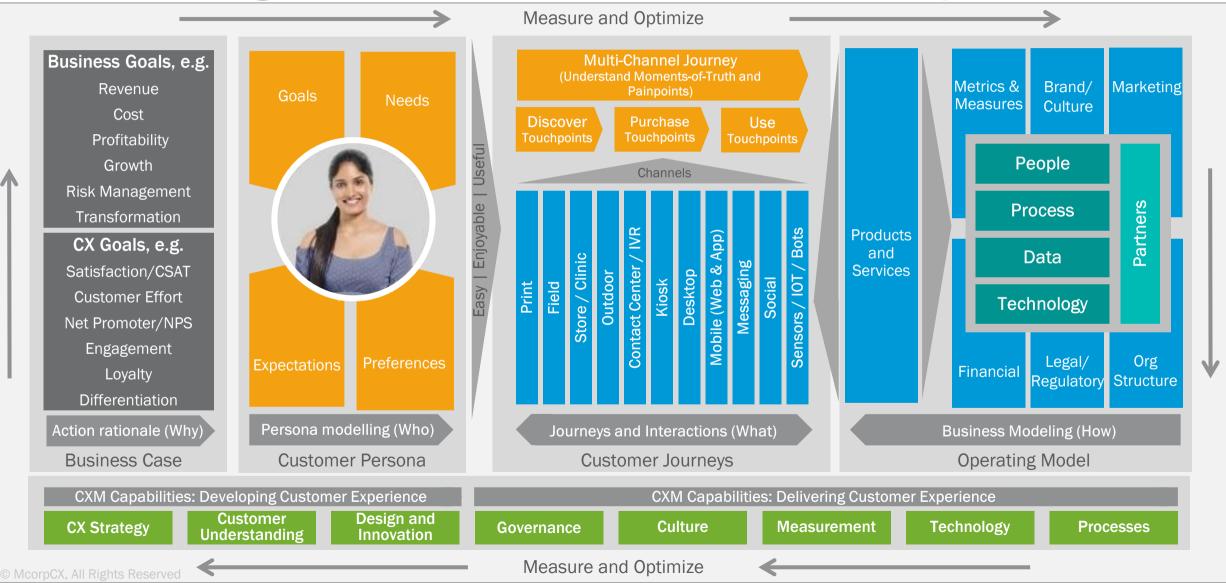
Putting customers' experience at the core of your business: The Customer Experience Operating Model



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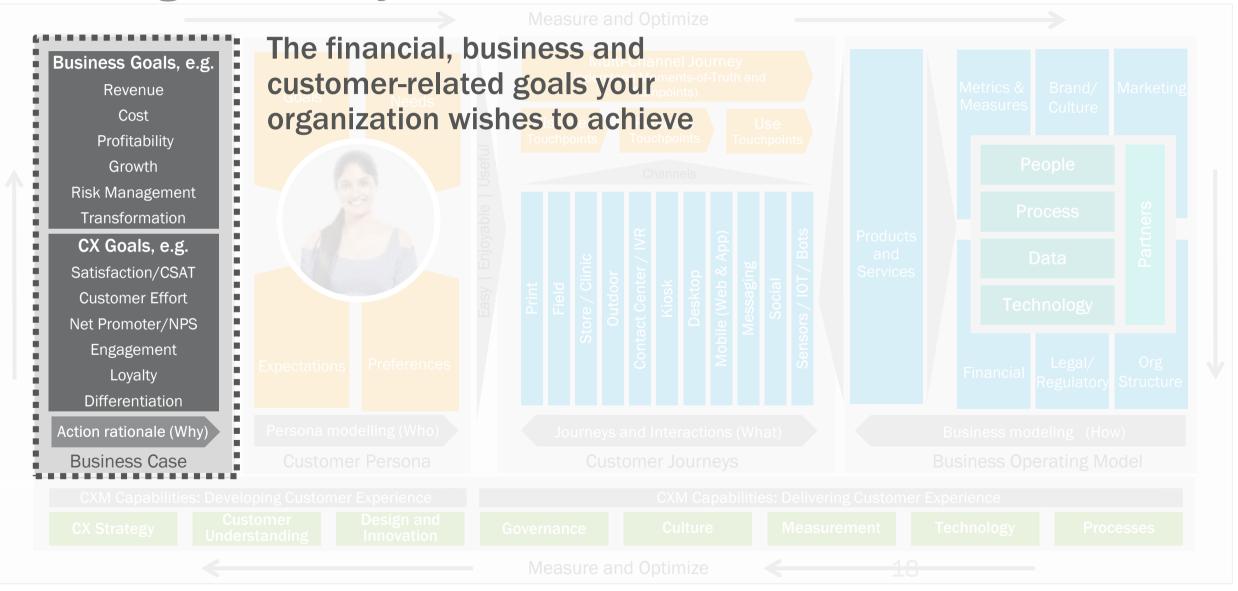


The 'building blocks' of the CXOM are deeply interrelated



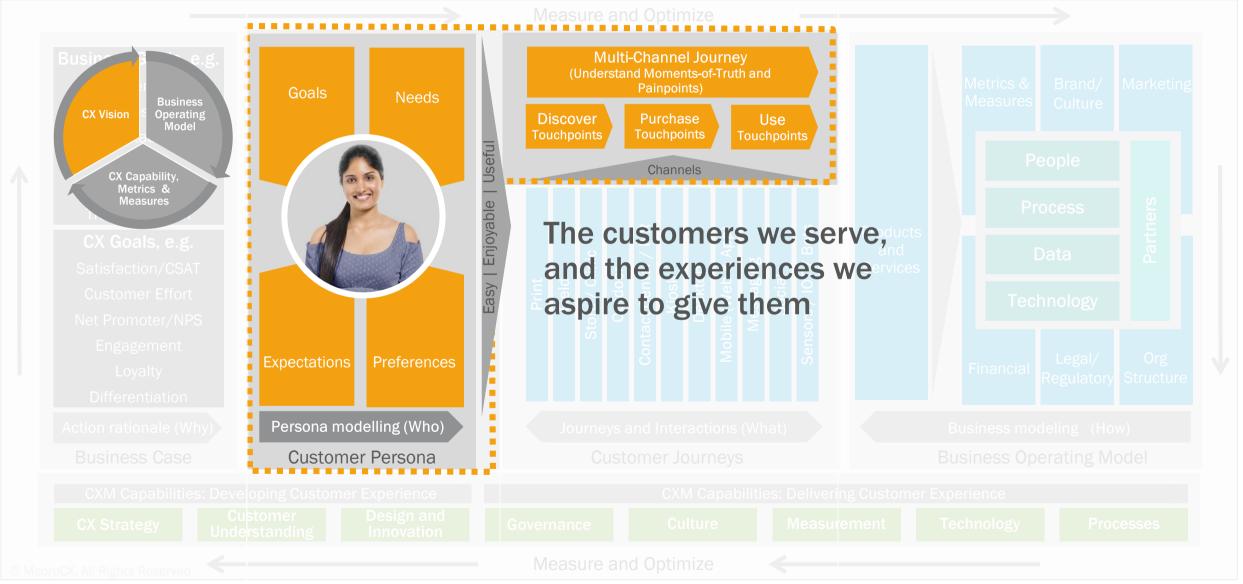
Starting with 'Why': What business value do we create?

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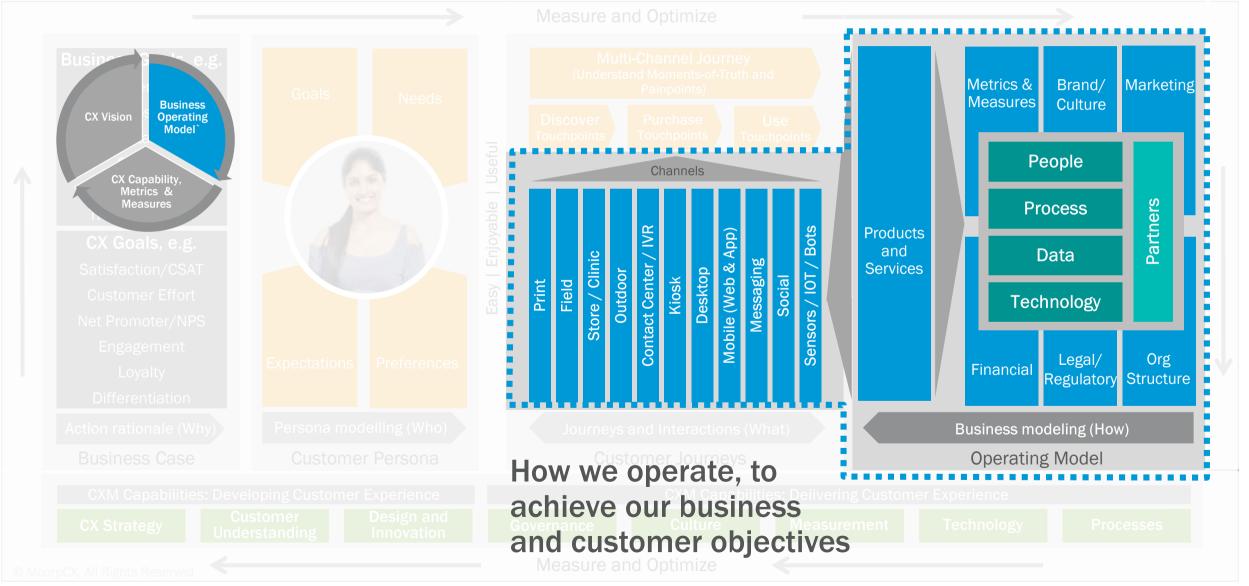
'Who' you serve and the CX you deliver: Your CX Vision

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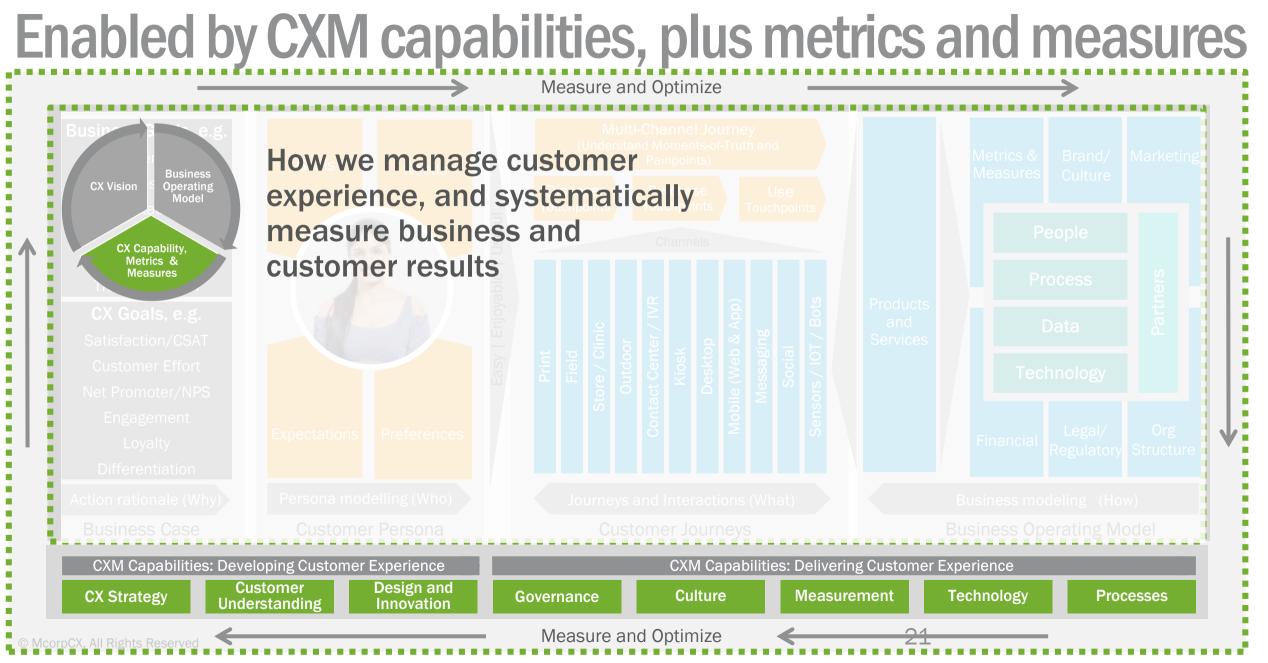


'How' you deliver your CX Vision: Your operating model

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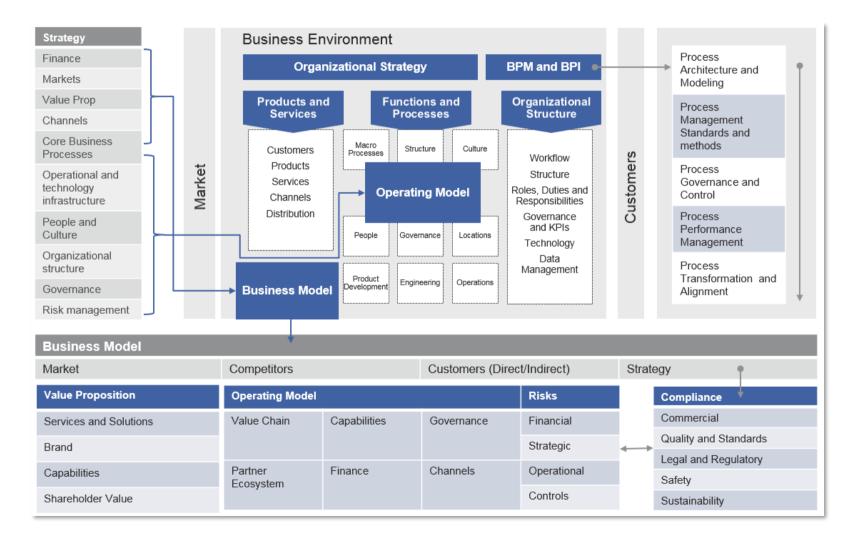








This can feel complex. Because in real life, it often is...





And implications embedded across your business

Moving From	Moving Towards
Customer Aware	Customer Centric
Data	Insights
Perfect	Fast
Transactions	Relationships
Touchpoints	Journeys

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With different roles leveraging the CXOM in different ways

The Customer Experience Operating Model has utility across the business.

That said, these roles most commonly leverage it...



Business Executives and Leadership



Operations Finance, Product, Retail Ops



CX Practitioners Strategists, Designers, VoC/EFM



Technology + Data Pros IT, BPM, Data, Architects



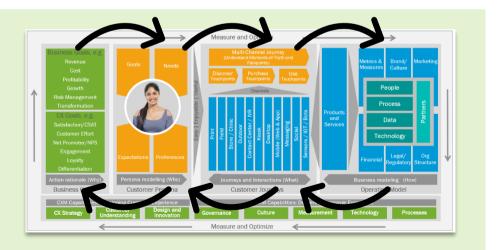
How Business Executives use the CXOM...



Business Executives and Leadership Team Members **Business Executives leverage the CXOM to:**

- Enable cross organizational alignment (eliminate silos)
- Support organizational and operational design and optimization
- Define and communicate how the company works to deliver on goals through customer experiences

Start with the 'why' while focused on the entire CXOM





How Operations team members use the CXOM...

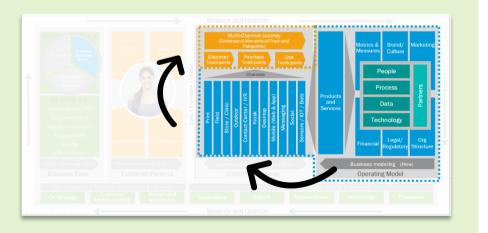


Operations Including Finance, Retail Ops, BPM and Others

Operations team members leverage the CXOM to:

- Understand and communicate how each business function contributes to customer experience and business goals
- Represent how the organization actually works to achieve customer centric goals
- Support operating effectiveness design and process improvement

Start with the Operating Model, and how Customer Journeys are Impacted



How Customer Experience Practitioners use the CXOM...

CX Practitioners Strategists, Designers and VoC/EFM Pros

Customer Experience Practitioners leverage the CXOM to:

- Understand and communicate how the company executes customer experiences
- Support design of metrics and measurement systems
- Landing' experience designs and supporting experience change management
- Support understanding of the CX tech stack

Start with CX Vision, Understanding, and Measurement



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How Technology and Data Pros use the CXOM...

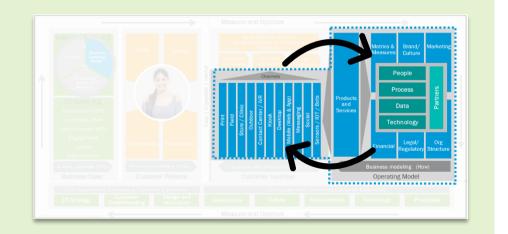


Technology and Data Pros IT, Data, Architects

Technology and Data Pros leverage the CXOM to:

- Support design and use of systems, data architectures and technology capabilities to deliver customer experiences
- Support evaluation of and application of new technologies to impact customer experiences
- Support CX technology stack, architecture and design

Start with the Operating Model, Products, and Channels



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A defined approach to designing your CXOM...

Enabling a Customer Experience Operating Model leveraging current capabilities, that will allow you to 'test in action and revise when necessary' to better deliver on your customer-centric aspirations and objectives.

Current Operating Model

Catalog and assess current assets, management and operating capabilities

Target Operating Model

Define strategic priorities, priority journeys to target, and how the system will work



Build a detailed architecture to link current and enable future state components

4 Prioritize Initiatives and Activate

Activate in an agile 'test, learn, iterate' manner. (Remember: It's a hypothesis)

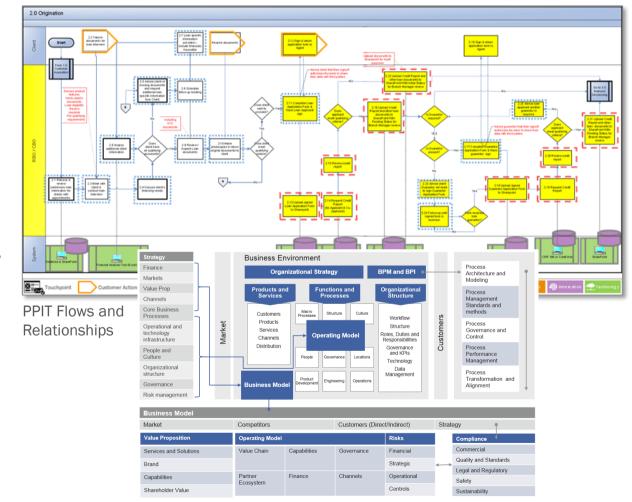


1. Codify your current Business Operating Model

Outcomes

- Deep understanding of 'as is' Business Operating Model
- Assessment of capabilities, roles and functions, technology, data, and business processes

- Visual depictions of current model (different levels of fidelity possible)
- Understanding of current strengths, and weaknesses
- Value proposition articulated



Current 'As-Is" Business Model

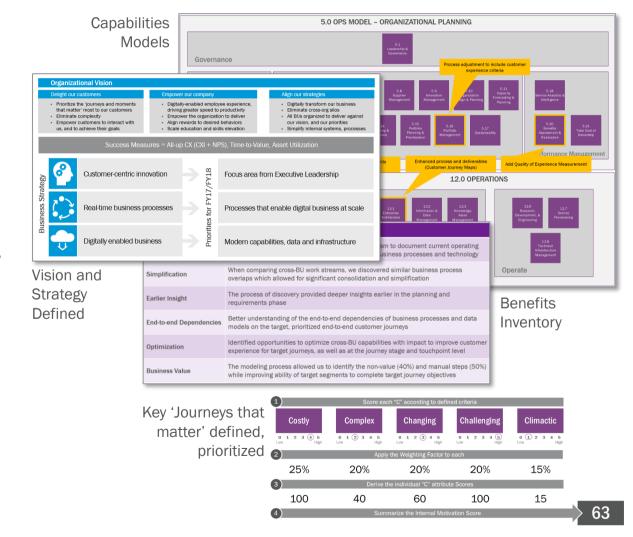


2. Define your 'Target Operating Model' (CXOM)

Outcomes

- Clear definition of 'to be' operating model and anticipated benefits
- Vision and rationale (business + financial) for change
- Top customer journeys prioritized

- Top-down view of Target Model, and bottom-up organizational insights
- Opportunities defined and prioritized
- Visual depictions of Target Model
- Key gaps identified and prioritized



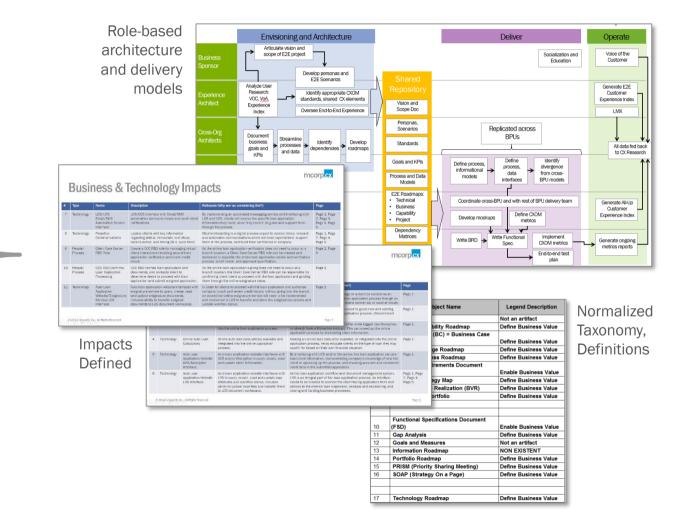


3. Blueprint to close gaps in current and target models

Outcomes

- Deep understanding of CXOM impacts to the business
- A plan to educate and socialize, as well as to implement and optimize

- Design principles articulated
- Impacts across the business defined
- Blueprints to close capabilities gaps across data, process, roles, and technology





4. Prioritize initiatives, and activate your CXOM

Outcomes

- Executive and leadership buy-in
- Organizational alignment
- Clear plan of action including 'test and learn' strategy and milestones

- Initiatives and programs identified, defined and prioritized
- Staged action plan and implementation roadmap
- Detailed execution plan

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Designed with a core team of CX, IT and BA experts

Operations: Business Analysts, Process Improvement

CX Practitioners: Strategists, Designers



Technology + Data Pros: Enterprise Architecture Leveraging collaborative, cross-functional, crossorganizational perspectives



Today we're going to: Discuss why to transform your business model; Introduce the CXOM; See how to use it; Learn how to design your CXOM; Share key questions to ask, and pitfalls to avoid



Some questions to ask, as you consider CXOM design

Complexity	Disruption	Need for Change	Customer Loyalty
How does our current model force complexity on our customers?	How are 'industry disruptor' business models different than ours?	disruptor' business need for change significant and	
Customer-Centric	Value Proposition	Required Inputs	Readiness



Common pitfalls to avoid and potential consequences

Common Pitfalls	Potential Consequences
Lots of planning, little doing	Inability to implement at scale
Not making decisions based on facts, data	Harder to implement, tradeoffs unclear
Lack of cross-functional input and buy-in	Lack of credibility and support for change
Reverting to an inside-out approach	Inability to meet changing customer needs
'Falling in love' with proposed solutions	Loss of focus on problems we must solve
Remaining enamored with the past	Miss disruptive opportunities for the future

Any questions? Time for a brief fireside chat...

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