

FROM THE BLOG:
CUSTOMER EXPERIENCE MATTERS
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THE 8 SIGNS OF EXECUTIVE COMMITMENT

CUSTOMER EXPERIENCE
TRANSFORMATION REQUIRES
STRONG LEADERSHIP

BY BRUCE TEMKIN

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What's Your Level Of Commitment?

Customer experience transformational efforts require more than just executive support; they require a very high level of executive commitment.

Low level of commitment:

Leads to no change; employees can see that it really isn't important.

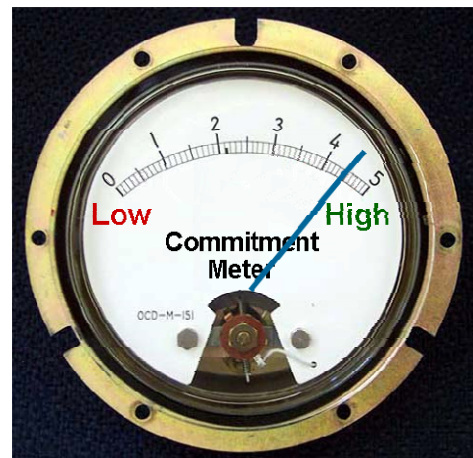


Moderate level of commitment:

Leads to a lot of activity, but it won't be coordinated and people will revert back to the "old ways."

High level of commitment:

Leads to change in the behaviors and attitudes of the organization.



8 Signs Of Executive Commitment

How committed is your executive team to the organization's customer experience journey? Answer the following questions to find out.

- | | <u>YES</u> | <u>NO</u> |
|--|--------------------------|--------------------------|
| 1. Do senior executive staff meetings have a recurring agenda item on customer experience? (not including customer emergencies) | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do internal communications from the CEO/President regularly include discussions of customer experience? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Do external communications from the CEO/President regularly include discussions of customer experience? | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is customer experience explicitly discussed (in some form) within the company's strategic plan(s)? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does the executive team have a clear set of customer experience objectives? | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Do most of the executive team members have goals based on customer experience objectives? | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Is the compensation of executive team members tied to customer experience objectives? | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Does the organization believe that the CEO/President would trade-off some short-term financial results for longer-term customer experience gains? | <input type="checkbox"/> | <input type="checkbox"/> |

Number of items that you say "Yes"

0 to 4

5 or 6

7 or 8

Commitment Level

LOW

MODERATE

HIGH

THE BOTTOM LINE: DON'T START THE JOURNEY UNLESS YOU'RE TRULY COMMITTED TO LEADING THE CHARGE.

About The Author

I'm Bruce Temkin, author of this document which is from my blog Customer Experience Matters (<http://experiencematters.wordpress.com/>).

I'm a Vice President and Principal Analyst at Forrester Research focusing on customer experience. My work consists of two parts: 1) researching leading-edge approaches to customer experience (here is my 2008 research agenda); and 2) helping large organizations improve their customer experiences. I also end up speaking to a variety of audiences (from keynote speeches at large events to workshops with executive teams).

If you are interested in customer experience, then I encourage you to read my blog. I regularly write posts about customer experience, leadership, and branding. To get up to speed quickly, I suggest that you start by reading through the following posts:

- **My Manifesto: Great Customer Experience Is Free** (this post provides a sense of my philosophical view of customer experience).
- **Experience-Based Differentiation** (this post defines my core concept which represents a blueprint for customer experience excellence).
- **A look back at my first year of blogging** (this post looked back at the highlights of my first year as a blogger; I started in June 2007).
- **The Best Of Customer Experience Matters** (these periodic posts summarize some of the top ideas from my blog).

This is just the current step on what has been a long-term journey helping companies improve how they deal with customers. I've been at Forrester since 1998, during which time I've run the firm's B2B research and the Customer Experience and Financial Services practice areas. I made the move back into the realm of an individual analyst in late 2006 because I wanted to focus my research and advisory efforts on enterprisewide approaches to customer experience. It's amazing how little discipline companies have in their approach to customer experience — something that they acknowledge as being both critical and broken.

My customer experience days started in earnest after I received my MBA from MIT Sloan School — when I went to work as an internal consultant at GE focused on marketing and customer service programs. My projects included reengineering the customer-facing processes at GE Power Generation and redefining a go-to-market strategy for a line of electrical gear. Those efforts highlighted to me a couple of things: 1) there are huge opportunities to rethink how we deal with customers; and 2) success requires challenging the status-quo within firms. Those insights have guided me throughout my career.

Between GE and Forrester, I did product management with Stratus Computers, built electronic channels with Fidelity Investments, and was COO at a couple of start-ups.