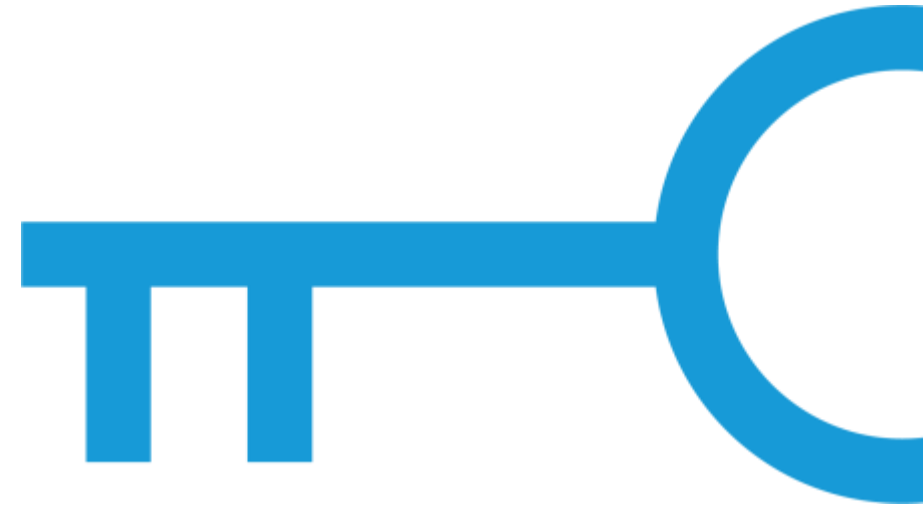


KEY INITIATIVE

**Customer Experience
Leadership and
Management**



Overview: Leading and Managing Customer Experience

Top Challenges and How Gartner Can Help:

As organizations and executives have grown to better understand the requirements and challenges of managing the end-to-end customer experience, CX leaders and cross-functional CX teams have emerged. As such, our research will address the following common client questions:

- How do I foster changes that create a more customer-centric culture and scale CX thinking throughout the organization?
- How do I establish the necessary organization to support and sustain the CX program?
- How should I measure and communicate the ways CX impacts business KPIs?

The Topics We Cover Include:

- **Customer-Centric Culture:** Promote values, empower change, establish customer-oriented practices and engage leaders to create commitment to CX across the organization.
- **CX Strategy, Organization and Governance:** Establish a strong CX practice, secure the necessary skills and capabilities, and support appropriate cross-functional decision making and collaboration.
- **CX Measurement and Business Benefit:** Validate CX budgets and align the value of improving CX to measures of business and financial impact.



Challenges in Leading and Managing Customer Experience

1 Organizational concern for the customer does not result in customer-centric decision making

- 69% of business partners agree they care about the customer, but caring only accounts for 26% of what drives business partners' decision.
- 89% percent of employees believe their company considers what is important to the customer, but only 73% of employees feel they have authority to take actions to meet customers' needs.

2 CX leaders lack influence to create an enterprise mandate and governance structure

- Business partners prioritize impact on their team over enterprise-wide customer implications.
- Most organizations remain in the ad hoc or establishing phases of CX maturity which limits their influence on customer-related decisions.

3 CX leaders struggle to connect customer experience metrics to business impact

- Only 48% of respondents work at companies where the relationship between customer experience or satisfaction and financial or business impact is known.
- Gartner predicts that profitability will replace customer experience as the CMO's top strategic priority, reducing investment in marketing-funded CX programs that lack clear ROI.

Questions your peers are asking

Topics

Key Client Issues

Defining the Customer Experience Function Strategy and Mandate

- What are the attributes of a world-class/mature customer experience function?
- What is the optimal resourcing and org structure?
- What should be the customer experience strategy of my company?
- What's the mandate of the customer experience function?

Building CX Function Capabilities

- How do I get the right talent for the central customer experience team?
- How do I leverage and support firm-wide customer experience management capabilities? (e.g. closed loop; e.g. voice of employee)
- How do source and manage vendors for enterprise customer experience management?

Measuring Customer Experience Performance

- How can I demonstrate the ROI of customer experience projects (and investing in customer experience)?
- How should I communicate customer experience performance to internal stakeholders?
- How should I measure customer experience performance?

Defining the Customer Experience Function Strategy and Mandate

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Capabilities support each stage of your initiative

Diagnose current state

- **Leverage** [The Customer Experience Marketing Leader's First 100 Days](#) to inform your process to generate early wins and lay a foundation for long-term success.
- **Learn** how other companies have formalized the CX function by reviewing, [4 CX Governance Models](#), that offers governance practices that can formalize enterprise-wide CX management.
- **Assess** your organization's current CX maturity, understand your gaps and prioritize stepwise improvements to your organization's capabilities using our [State of the Function Survey](#).

Develop your plan

- **Learn** about common employee barriers to customer-centric thinking with our research [Understanding Employee Barriers to Customer Centricity](#).
- **Review** [Driving Customer-Centric Decision Making](#) to learn what drives business partner's decision making and best practices to shift their towards customer-centric behaviors.
- **Engage** with an advisor to discuss how to apply best practices to your organization and to identify common barriers and potential tools to assist with acting more customer-centrally.

Execute and drive change

- **Conduct** a CX listening tour to gather input from stakeholders, develop, and validate guiding CX principles.
- **Design** a scalable, self-service [CX Toolkit](#), based on Design-Thinking Principles, to assist your employees in thinking more customer-centrally when developing projects.
- **Develop** a [Business Case for Shifting CX Strategy](#) using our customizable template to make the business case to shift your company's CX strategy away from a reactive, fix-only strategy to a more proactive and customer-centric approach.

Gartner support organized against your timelines

Activity Roadmap		
Initiative	0-90 Days	91-180 Days
Leading and Managing CX	<ul style="list-style-type: none"> ▪ Actionable Guidance: Receive short list of key resources, including The Customer Experience Marketing Leader's First 100 Days. ▪ Consultation: Review Customer Experience in Marketing Survey 2017: Greater Expectations, Greater Challenges and discuss maturity diagnostic process with an Advisor/Analyst. ▪ Diagnostic: Leverage the CXM diagnostic to assesses your function's maturity based on our research-based methodology. ▪ Diagnostic Results: Review results with an Advisor to identify top opportunities and begin to roadmap priorities to our tools and research. ▪ Actionable Guidance: Receive short list of key resources to implement quick wins to improve low-maturity activities. ▪ Research Review: Learn about 4 CX Governance Models that can help you formalize enterprise-wide CX management within your organization. 	<ul style="list-style-type: none"> ▪ Consultation: Discuss Driving Customer-Centric Decision Making research with an Advisor/Analyst. ▪ Case Study: Receive short list of resources and review FedEx case example, Scalable "Design-Thinking" Toolkit: FedEx. ▪ Actionable Guidance: Understanding Employee Barriers to Customer Centricity to understand areas of opportunity for driving customer-centric behaviors. ▪ Consultation: Discuss potential selection of CX Tools to create for your business partners in an effort develop a self-service toolkit that can be leverage across the enterprise. ▪ Conference: Attend Gartner's Marketing Symposium to to connect with other Marketing Executives and learn how other organizations have developed resources for their business partners on driving customer-centricity.

Comprehensive Support Across Marketing

Advertising

- Advertising Channels and Formats
- Advertising Strategy
- Programmatic Advertising

B2B Buyer Insights

- Enterprise Customer Insights and Trends
- Small Business Insights and Trends

Branding and Value Proposition

- Brand Architecture
- Brand Investment, Measurement, and Gov
- Brand Positioning, Values, and Messaging

Content Marketing

- Content Marketing Best Practices
- Content Marketing Strategy
- Content Marketing Operations

Consumers and Culture

- Consumer Communication Channels and Buying Platforms
- Cultural and Societal Shifts
- Your Future Consumer

Customer Experience Leadership and Management

- Customer-Centric Culture
- CX Measurement and Business Benefit
- CX Strategy, Organization and Governance

Demand Generation and Sales Enablement

- Account-Based Marketing
- Lead Management
- Sales Partnership and Sales Support

Digital Commerce

- Digital Commerce Performance Optimization
- Benchmark Your Amazon Performance
- Digital Commerce Strategy

Customer Experience Design and Execution

- Customer Needs, Expectations, and Perceptions
- CX Processes and Methodologies
- CX Project Planning, Prioritization, and Execution

Marketing Data and Analytics

- Customer Insight and Analytics
- Marketing Measurement
- Data Management and Analytics Technology

Marketing Technology & Emerging Trends

- Critical Capabilities and Best Practices
- Emerging Trends
- Vendor Landscape and Selection

Multi-Channel Marketing

- Multichannel Marketing Best Practices
- Multichannel Marketing Strategies
- Multichannel Marketing Critical Capabilities

Marketing Organization and Operations

- Marketing Budget and Resource Management
- Marketing Structure, Talent and Training
- Marketing Operations
- Agency and Service Provider Management

Mobile Marketing

- Mobile Marketing Strategy
- Mobile's Role in Multichannel Marketing
- Mobile Marketing Technology, Agency and Vendor Management

Search Strategy and Execution

- Search Performance Benchmarks
- Search Strategy
- Search Management, Measurement and Optimization
- Search Vendor Selection

Social Marketing

- Social Marketing Strategy
- Social Marketing Management, Measurement and Optimization
- Social Marketing Technology, Agencies and Vendors

CMO Strategy and Innovation

- Marketing Strategy and Development
- Creating and Managing Disruption
- Marketing and Business Innovation Acceleration
- Marketing Leadership and Organizational Effectiveness
- Marketing and Business Innovation Acceleration

Market Insight and Analytics Management

- Insight and Analytics Talent and Processes
- Internal Influence
- Insight and Analytics Measurement and Business Impact

Digital Performance Benchmarks

- 28 industry sectors