Customer Experience Orientation

A coherent, learning-based philosophy for organizational success

MANAGERIAL CHALLENGES:

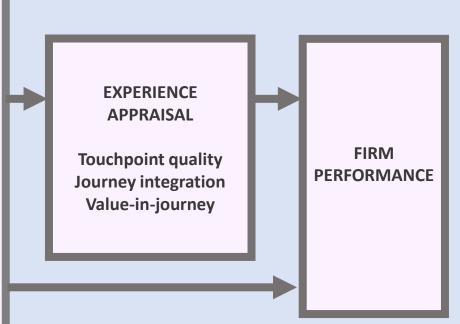
What does great customer experience management look like?

What values and behaviors do leaders need to instil across the whole organization?

Method:

- 44 interviews in 9 firms
- 11 workshops with 169 managers

CUSTOMER EXPERIENCE ORIENTATION ORGANIZATIONAL LEARNING PROCESS Journey motivation Continual experience optimization Experience empowerment INSTITUTIONALIZATION OF LEARNING Journey organization Experience mandating Experience-purpose alignment



CXO matters the most when:

- Products are undifferentiated
- Different customers want different journeys
- Customer expectations are fast-changing

LESSONS FOR MANAGERS:

- 1. Organize around goal-based journeys
- 4. Empower the front line to improvise, guided by purpose
- 2. Disseminate insight empathically
- 5. Weave cost control into experience improvement
- 3. Treat journeys as always in beta
- 6. Lead by modeling journey-focused behaviors