Qualtrics XM institute™

INSIGHT REPORT

B2B Customer Experience Best Practices

20 WAYS TO EMBED CUSTOMER-CENTRICITY ACROSS FIVE KEY B2B PROCESSES

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EXECUTIVE SUMMARY

Temkin Group research shows that although business-to-business (B2B) organizations are raising their customer experience (CX) ambitions, they still have a way to go before achieving their goals. Despite the fact that most large B2Bs have a low level of CX maturity, our research shows that 57% of them aspire to deliver industry-leading customer experience within three years. However, to improve their CX, B2Bs must master Temkin Group's four customer experience core competencies: *Purposeful Leadership, Compelling Brand Values, Employee Engagement,* and *Customer Connectedness.* Our research uncovered 20 practices that B2Bs can emulate when applying those competencies across these five key business processes: sales and account management, implementation/project execution, support and issue resolution, partner alignment, and product management and innovation. To assess your organization's CX maturity, use Temkin Group's *Customer Experience Competency Assessment* and compare the results to data from other large B2B firms to chart your path to improvement.

THE STATE OF B2B CUSTOMER EXPERIENCE

Temkin Group research continues to show the tight connection between B2B customer experience and client loyalty. There is an especially high correlation between CX and customers' willingness to purchase additional items or try new offerings.[1] That's why B2B organizations are:

- **Raising their CX ambitions**. While only 4% of B2B organizations view themselves as industry CX leaders today, 57% of them want to deliver the best CX in their industry over the next three years (see Figure 1).
- **Coordinating their efforts.** Nearly 60% of large B2B organizations have significant, coordinated CX efforts underway across their company. And although their CX teams may be relatively new, one-third of B2Bs have more than 10 full-time employees on their centralized customer experience teams.[2]
- **Using VoC programs to make a positive impact.** Over 70% of B2B organizations report that their voice of the customer (VoC) program has had a significant, positive impact on their customer experience efforts. A majority of firms have also seen positive results from reporting on customer experience metrics and making customer-focused process improvements (see Figure 2).

[1] See Temkin Group Insight Report, "2014 Temkin Experience Ratings of Tech Vendors" (December 2014).

[2] We surveyed 148 B2B and B2C firms with revenues of $500 million or more. See Temkin Group Insight Report, "The State of Customer Experience Management, 2015" (May 2015).

B2B Customer Experience Remains Immature

While B2B organizations are increasingly attracted by the returns of improving customer experience, they still have a long way to go. Our data shows that B2Bs:

- **Are in the early stages of CX maturity.** We asked 148 large B2B and B2B2C organizations to complete Temkin Group's *CX Competency and Maturity Assessment*, and we found that less than one in eight firms have reached the top two stages of CX maturity (see Figure 3). Of the four CX core competencies, B2B firms perform most poorly in *Compelling Brand Values* (see Figure 4).[3]
- **Have relatively new CX leadership.** Sixty-two percent of B2Bs have a senior executive in charge of CX across products and channels. Of those dedicated CX leaders, 40% have been in place for less than 18 months (see Figure 5). And while many organizations have established a centralized CX team, 30% of B2Bs are still operating without one.
- **Lack the capabilities to drive change.** When we asked them to rate the effectiveness of their CX teams across a variety of CX capabilities, less than half of the B2Bs felt that their team effectively liaises across the organization (see Figure 6). And even fewer B2Bs reported that their CX team is effective in internal communications, change management and culture change, and processes analysis and redesign.
- **Must overcome competing priorities.** A company's customer experience journey is rarely free of impediments. The top obstacle disrupting B2B CX efforts is "other competing priorities," followed by securing funding and intra-organization conflict (see Figure 7).

BEST PRACTICES FOR B2B CUSTOMER EXPERIENCE

So what's the roadmap for B2B CX success? Organizations that want to become more customer-centric should start by mastering Temkin Group's four customer experience core competencies: *Purposeful Leadership*, *Compelling Brand Values*, *Employee Engagement*, and *Customer Connectedness*. We interviewed a number of companies with B2B CX experience and uncovered the ways they are building those competencies across five key B2B activities (see Figures 8 and 9):[4]

- **Sales and account management.** To acquire, retain, and grow B2B relationships, sales teams and account managers need to develop a deeper, more coordinated, and more ongoing understanding of what is and is not working for each of their clients.
- **Implementation/project execution.** Because many B2B clients don't realize the full value of their purchases until after long or complex projects, B2Bs can't wait until this work is completed to gauge how well they are delivering their customer experience.

[3] See Temkin Group Insight Report, "The Four Customer Experience Core Competencies" (January 2013).

[4] Companies interviewed for this report include Andrew Riese Consulting, Asurion, Cigna, Citrix, EMC, Esri, Grant Thornton, Hewlett-Packard, Innography, John Deere, Johnson Controls Power Solutions, Kronos, MaritzCX, McKesson Health Solutions, Medallia, MShare, NetApp, Thomson Reuters Accounting and Tax, Vertex, VMWare, Waypoint, Wolters Kluwer Financial Services, and ZS Associates.

- **Support and issue resolution.** To keep B2B client relationships on track, organizations need to be ready to address "make or break" service issues with strong support channels and proactive recovery efforts at individual customer and company levels.
- **Partner alignment.** Sustainable B2B customer experience success requires that partners both understand what is important to the organization and align their behaviors around the organization's values and goals.
- **Product management and innovation.** When a company balances a strong technical expertise with a customer-centric mindset, its product management and innovation are more likely to yield successful new products, services, and solutions.

Sales and Account Management: Enable Deeper Understanding of Clients

B2B organizations often have long-term relationships with their clients. So rather than only focusing on clients when there are sales opportunities, B2Bs need to develop a more ongoing approach to maintaining strong relationships. This approach requires companies to continuously collect and act upon insights regarding every aspect of their clients' experience. Here are some ways to build that capability:

1. **Equip sales and account teams with customer-specific insights.** To help account teams work more proactively with their customers, EMC is pulling together its customer experience data in new ways to create a variety of diagnostic and predictive views. One example of this is its *confidence score dashboard*, which provides a holistic view of an individual customer's EMC products. The company has also created internally facing dashboards that bring together relevant data to provide account teams with a view of each individual customer's health. For example, the *service account manager* dashboards show everything from product status to various metrics on EMC performance and service requests (see Figure 10). Dell, meanwhile, embeds insights from its customer survey into its sales and account management tools. Sales team members get alerts when survey results indicate a need for follow-up, and management alerts allow for monitoring of follow-up activity. Dell also launched its *Activating Promoters* program, where account teams reach out to very loyal customers to thank them for their business and share key learnings from their research. Dell also embeds customer insights and CX performance into its planning processes across the client journey (e.g., account relationship, order experience, product and support experience).[5]
2. **Engage with hard-to-reach customer executives.** B2B organizations often have multiple stakeholders involved in each customer relationship and frequently find it difficult to gather feedback from the senior-most leaders of their customers through traditional transactional or loyalty surveys. To get around that, B2B organizations can engage their own senior leaders to gather feedback from peers in similar roles at customer organizations. At NetApp, executive team members regularly meet with leaders at key customers. As part of its *Customer Advocacy Program*, the CX team provides each executive with an overview of NetApp's customer quality strategy—including proven results and future plans—to review with this key client leader. The executives also capture the top three quality or customer experience concerns voiced

[5] See Temkin Group Insight Report "Lessons in CX Excellence, 2015" (January 2015).

by the key customer during these meetings, which NetApp incorporates into its broader CX Dashboard that tracks overall performance of CX and Quality. The dashboard is based on the customer journey, and performance can also be viewed by region and account. Internally, there are monthly reviews of results and actions, which are then communicated quarterly to customers. The CX team also presents results to the CEO staff on a quarterly basis. Meanwhile, to capture feedback from its executive-level customers, Johnson Controls Power Solutions introduced its *Top 2 Top Executive Engagement* program. This program, which was originally rolled-out through one-on-one meetings, provides Johnson Controls executives with a simple set of customer experience talking points for them to weave into their meetings with like-leveled peers at their customers' organizations. Following these meetings, executives use a mobile application to respond to a short set of quantitative questions about the encounter, adding specific comments from their conversation (see Figure 11). From these questions, Johnson Controls generates a set of metrics that align with the metrics the company measures in its other VoC programs. This entire Top 2 Top program has deepened the company's understanding of that critical customer segment.

3. **Make it easy for employees to capture and share customer insights from the field.** B2B organizations have a mix of "front-line" roles, starting with their sales and account management teams. Very often, employees in these roles are exposed to valuable customer feedback that may not be captured by formal VoC processes, but is nevertheless helpful for developing a deeper understanding of customers. EMC engages its employees using its *Customer Feedback Advocacy* tool, which augments its survey-based voice of the customer and voice of the partner processes. This tool allows customer-facing employees to submit customer feedback that comes in through unstructured sources such as sales calls, site visits, formal interviews, or casual conversations with customers at EMC events. The tool provides three templates where employees can enter information that covers formal customer and partner interviews as well as ad hoc feedback. EMC collects all the data in a central location and then applies text analytics to reveal trends by region, industry, and event stage of the customer journey. The tool also includes a closed-loop process to address both acute, customer-specific issues and EMC-wide opportunities for improvement in order to ensure both customers and EMC stakeholders remain involved and informed.[6]
4. **Involve team members in formal CX governance.** To manage internal complexity and minimize confusion, many B2B organizations define a clear CX governance structure that outlines how the CX team will facilitate change across the company. Wolters Kluwer Financial Services established its CX Council early in its journey in order to enlist leaders across the organization to be co-owners of the customer experience. The company's CX core team started by building awareness and understanding about customer experience with business unit leaders, before bringing forward its case for change and need for governance. It then asked for volunteers to form its council during what it called an "*Are You with Us?*" event. The result? A collection of supportive executives, including a leader or a senior representative from every functional department across the organization participating as members of the CX Council. The group's first order of business as council members was to review the

[6] See Temkin Group Insight Report "Lessons in CX Excellence, 2015" (January 2015)

mission of the CX program, brainstorm how the council should operate, and draft its charter (see Figure 12). During the council's monthly meetings, members discuss their critical customer metrics, achievements, and CX gaps with the group. The council prioritizes where the company will focus its CX efforts and members collaborate with each other across different functions to drive changes forward. CX Council members have actually started carrying their customer-focused mindset to other internal meetings—such as budgeting and new product planning—and often raise the question, "How will this decision impact the customer experience?" Council members are also involved in customer journey mapping efforts and in piloting an early rollout of company-wide CX training.

Implementation/Project Execution: Monitor and Manage CX from Start to Finish

In many B2B environments, clients must go through installations, upgrades, maintenance, and other project-based efforts. However, B2B organizations can't wait until this work is "done" to ensure that their client's expectations are met; instead they must proactively monitor and manage these experiences. Here are some approaches other firms can learn from:

5. **Keep implementation on track with mid-project feedback.** Complex implementations are the name of the game for many B2B organizations, so if the implementation doesn't go well, it sets a negative tone for the entire relationship. To ensure relationships and results are on track during implementations, McKesson Health Solutions complements its annual customer survey by sending *Pulse Check-Ins* to a targeted sample of customers. During these check-ins, customers provide quantitative and qualitative feedback about their implementation experience thus far, the product, and their likelihood to recommend. McKesson does these check-ins either by phone or in-person and then shares the results with the client's account team and the product team so they can respond as needed. Account managers are responsible for closing the loop with the customer and ensuring needs are being met. The goal of this closed-loop process is to deliver a better customer experience. For client engagements that meet a defined set of criteria, Kronos conducts 30-minute phone interviews as key implementation milestones are passed. The milestone interview process is designed both to drive action at the account level and to identify performance and process issues that require improvement across the board. When the milestone interview indicates an unhappy client, alerts are sent to the appropriate engagement owners for follow up. The CX team monitors the follow up activity to ensure that corrective action is being taken. In order to keep leaders focused on CX improvement, the CX team shares a one-page email summary of each interview with Kronos senior leaders and executives, including audio recordings of the calls. Key insights from these interviews are also integrated into the company's VoC platform and analytics.
6. **Integrate company values into service delivery frameworks.** Consistently delivering on brand promises to customers can be particularly challenging for the B2B organizations that deliver professional services. CX success comes when B2Bs find ways to embed their company values into the work processes and the tools they use to deliver those services. For instance, at professional services firm Crowe Horwath, its core purpose, "Building Value with Values®" sets the context for the decisions and actions that all employees take with customers and with each other. To help keep each

engagement team focused on providing an exceptional client experience based on the firm's core values and on the client's needs, Crowe Horwath introduced its *PlusOne Value Scorecard*. This tool helps the engagement team develop tangible and definable actions to take with the client while obtaining and responding to feedback throughout the course of each engagement. For each client project, the PlusOne approach focuses the team on a set of actions for every stage of the engagement: *Listen, Plan, Execute, Close,* and *Ongoing*. And rather than it being "just another thing to do," Crowe Horwath has directly embedded the PlusOne Value Scorecard into the standard tools and processes that engagement teams use to complete their work. This approach has not only had a positive impact on client engagement scores, but it's also improved employees' understanding of how they affect the client experience. [7]

7. **Use customer journey maps to think beyond internal structures.** Customer journey maps offer many benefits to organizations beyond identifying improvement opportunities, such as illustrating upstream and downstream connections between the different internal departments that impact customers' experiences (see Figure 13). To broaden its view of customers, NetApp developed customer journey maps during day-long workshops that involved stakeholders from different departments across the company. The CX team used the customer journey map to answer the question, "Who 'owns' the customer?" during key interactions. Owners can include technical account managers, support managers, customer success managers, and others. Knowing the "ownership answer" enables the CX team to more easily capture customer insights and use them to make actionable recommendations to different parts of the business. This view not only helped to shape customer success and quality metrics, but it has also made it easier to prioritize opportunities as the company can now see the collective impact across the entire customer experience. Esri, meanwhile, generated its customer journey maps during work sessions that involved employees from across the company. Once the maps were finalized, Esri converted them into large magnetic boards—one for each stage of the journey. These boards now travel throughout the company as a way to share the map with employees at everything from new project team kick-off meetings to product review meetings. By using the map in these settings, Esri has helped its employees think beyond their function-based view to focus instead on how their efforts affect the customer.

Support and Issue Resolution: Fuel Effective Recovery Efforts at All Levels

Service issues and failures are often make-or-break experiences. These key moments need to be addressed one-on-one with the customer and also made visible across the organization to uncover root causes and implement long-term solutions. To effectively do this, B2Bs can:

8. **Focus leadership-level attention on CX performance.** Leaders send a strong message about what is important to the organization by highlighting which performance measures and metrics get their attention. At a large B2B/C services organization, cross-functional leaders, including its chairman, receive an update on the most escalated instances of severe customer dissatisfaction. These escalations trigger an accelerated response by a dedicated CX team member who acknowledges the issue, tries to better understand what has happened, and makes an agreement with the customer on next steps towards resolution. Executives also receive a

[7] See Temkin Group Insight Report, "Lessons in CX Excellence, 2015" (January 2015).

summary report after each escalation is resolved that includes any long-term corrective action or process changes introduced to eliminate future instances that share the root cause of the escalation being addressed. Asurion includes customer experience metrics on its corporate scorecard, and the CEO discusses these results every quarter during the company's global director meetings. The company shares function-specific performance with teams like product, fulfillment, marketing, and support, and leaders from those areas meet weekly to discuss performance results and identify solutions. Meanwhile, EMC's executives at the VP level and above have committed to goals to improve the company's Net Promoter Score (NPS®). Executives meet for monthly and quarterly reviews of customer feedback and other CX data and discuss recommendations for how to demonstrate EMC's long-standing commitment to its customers.[8]

9. **Use CX champions to bring CX issues to the attention of their business.** Customer experience champions can extend the reach of CX teams across the organization and help translate customer-related information to make it relevant for their respective teams. Asurion uses a team of "NPS® Champions" to carry customer feedback updates to the other supervisors and agents at their respective support sites. There are two champions for each site who participate in weekly calls and receive agent refresher decks. These refresher decks can be used for agent education or one-on-one training and they cover tips, tools, and suggested language for customer calls based on issues emerging from customer feedback. At Johnson Controls, the centralized CX team has counterparts in each region. These champions report to the region's leadership team and help to promote and support CX information and processes that originate with the centralized team. Champions open the door into their region to raise awareness about customer experience and serve as role models for the desired behaviors the company is trying to spread.

10. **Uncover CX opportunities with insights-based personas.** Not all customers are created equal. Rather than applying blanket improvements, B2Bs need to understand their key customer segments and what is uniquely important to each of them. For example, Vertex analyzed their CX survey results alongside account information and derived five role-based client profiles based on satisfaction, willingness to partner with Vertex, and level of product knowledge. These profiles have helped the market strategy team understand key segments of its customer base and identify improvement opportunities for client engagement throughout their respective lifecycles, from persona-specific deficiencies in product support and education to at-risk customers who would be prime targets for new offerings. To close the CX gaps identified in the profiles that were developed, Vertex brought together employees from the relevant functional teams to review these customer insights and define the customer journey and key touchpoints. Employees also offered their own feedback on how to improve these key touchpoints. The CX team then shared the output of these sessions with important members of the company's functional groups in order to move change efforts forward.

11. **Capture stories from employees who resolve problems and help clients succeed.** Storytelling can bring the "real" customer experience to life, especially when stories are told through the eyes of employees. Thomson Reuters use its *CX Moves* intranet

[8] See Temkin Group Insight Report, "Lessons in CX Excellence, 2015" (January 2015).

site as a way to deliberately shape its culture, sharing both customer insights and CX blog posts from employees, CX teams, and company leaders. The site includes an open invitation to employees to share their own CX stories through a campaign called *Show Us Your CX Moves*. The campaign includes a simple three-question story template that employees can use to shape the content of their own short videos or written posts they create about customer experience as they define their "CX Move." Each quarter, the CEO creates an introduction to the CX Moves video content. To kick-off the campaign, the CFO and CMO posted their own videos to the site. EMC invited employees to reflect on how they create memorable customer experiences through its *You Define TCE (Total Customer Experience)* employee story campaign. This online effort generated over 550 stories and 30,000 views. The stories were run through text analytics to identify the themes that employees shared the most, and those findings were shared with all employees and factored into the company's 2015 TCE strategic direction.[9]

12. **Analyze verbatims to reveal CX issues hidden in high-scoring areas.** Companies with product lines or regions that appear to be performing well based on CX metrics can still learn something from their customers—often by digging into unstructured data. Asurion wanted to understand what might be getting lost in the generally high scores of its primary CX metric for one of its main lines of business, so it decided to dig into its verbatims in a hands-on way. Rather than delaying until a technology solution could be implemented, the CX team started using a front-line associate who is "on loan" from his or her home department for a period of 3 to 6 months. Each day, this individual reads every verbatim comment from detractors and assigns reason codes within an internally developed tool (see Figure 14). The CX team then uses the tool to identify the customer issues that need to be addressed underneath the high quantitative scores. Each week, the CX team holds a CX Continuous Improvement meeting with a cross-functional team to review the verbatim analysis. Collectively, the group discusses implications and brainstorms solutions to the customer problems that have been identified. Asurion also incorporates verbatim analysis into monthly client reviews as well as into the guidance it provides to call center agents. This analysis has even expanded to include promoter verbatim analysis, which not only uncovers the things customers value most, it also helps spread success stories across the company.

Partner Alignment: Focus Partners on What's Important

Even B2Bs that don't sell directly to their end customers still strive to build loyalty through excellent customer experiences. However, because these companies do not control all of the customer interactions, they must work with and through channel partners. To help partners understand and navigate the dynamic and complex environments of their shared customers, B2Bs should:[10]

13. **Help partners enable their own voice of the customer program.** A company shouldn't just rely on its partners to develop their own customer insights process; rather, it should actively help this effort, especially for its smaller partners. Companies need to make enablement easy for partners. It should be easy to opt-in to using the feedback platform, easy to understand reports

[9] See Temkin Group Insight Report, "Lessons in CX Excellence, 2015" (January 2015).

[10] See Temkin Group Insight Report, "The Secret to B2B2C Customer Experience Success" (December 2014).

and dashboards, and easy to implement processes that help the partner become more connected with end customers through the VoC program. John Deere provides its dealers with a web portal that allows them to manage their own closed-loop feedback program (see Figure 15). Dealers control who within their operation can view this portal. The portal includes results from reports and these results link feedback areas to dealership processes, identifying which processes are performing well and which need focus. Many dealers have identified an internal champion who engages a cross-functional team (sales, service, parts) in discussions about the results of these reports and determines what actions should be taken based on the feedback. EMC, meanwhile, has a platform that allows partners to send the end customer surveys that measure customers' satisfaction with the partner's performance. EMC and the partners both receive the survey results, which EMC then uses for monthly scorecards and performance reviews with partners.

14. **Tackle problems affecting both partners and customers.** One of the most valuable ways to collaborate on important issues is to uncover partner concerns that are linked to customer problems. Because partner and customer experiences don't happen in isolation, collaborating around shared struggles helps to ensure that any changes made at the partner level will also improve the experience at the customer level. Hewlett-Packard (HP) gathers end customer feedback through both blind surveys and random surveys sent to customers following specific interactions on relevant moments of truth. In an environment where the end customer doesn't always differentiate between HP and its partners, HP uses its analytical tools to line up customer and partner data and look for similar themes and patterns between the two. It has identified some areas where partner struggles have translated into end customer struggles—for example, feedback from customers indicated that they had pricing concerns, and simultaneously, feedback from partners uncovered that they struggled with how to price deals for some customer segments. HP's CX team and partner account managers have been able to continuously address that issue, among others, along the entire relationship chain.

15. **Co-design customer experiences with partners.** Partners should be brought in to provide company employees with a chance to hear their feedback directly and then help employees use their feedback to better understand end customer insights and integrate them into CX design efforts. VMware uncovered a clear need from customers for strategy and product roadmap information. The company tackled this issue by involving partners. This not only helped the company understand how to address customers' needs better, but it also taught it how to help its partners be successful. This collaboration resulted in a corporate-wide program that delivers strategy and product content, along with implementation guidance, on a platform that ensures the information is relevant, consistent, and up-to-date. When Cigna identified a need to improve one of its key moments of truth for companies offering Cigna's plans to employees, it brought in partners from across its ecosystem, including some of its top brokers who also shared this pain point. These partners helped Cigna better understand the employers' and end customers' needs, the decision-making processes that were part of this moment of truth, and typical selection trade-offs. As a result of these meetings, Cigna created a new, more effective plan selector tool for helping a company's employees choose their health coverage.

16. **Dedicate resources to support partners' CX**. Partners are an extension of the company and sometimes they need help—a question answered, an obstacle

removed—while serving customers. When they don't get that help in a timely manner, the end customer experience can deteriorate. While training programs and online resources are helpful, some companies actually dedicate resources to aid partners "in the moment." A large cloud computing company recognized that if its partners cannot get the assistance they need, they cannot deliver on customers' expectations. As a result, it has established a dedicated *Partner Help Desk* for partners to use when they need immediate assistance while working on an implementation. The company's Customer Office has also established *Customer Engagement Executives* (CEEs), who are assigned to work with all customers regardless of whether the offering was sold and implemented by the company, a partner, or some combination of the two. The CEE is responsible for customer retention and loyalty and works on proactive risk identification and mitigation planning. With the introduction of CEEs, partners benefit by knowing exactly who to work with to get information or resolve issues, which is especially beneficial in complex deals and organizations.

Product Management and Innovation: Balance Strong Expertise with Customer-Centric Thinking

B2B CX isn't only valuable for specific client relationships; it can also be extremely valuable in driving new products and more differentiated services. To advance this capability, B2Bs should:

17. **Involve key stakeholders in CX action planning.** Successful CX innovation doesn't happen in isolation. It requires the involvement of the entire organization and successful cross-functional collaboration. The CX team at Johnson Controls Power Solutions brings the customer insights it uncovers to the people at the organization who can drive action to improve. To accomplish this, the team leads in-person *VoC action planning workshops* throughout its global footprint. During these full-day sessions, the team and attendees review relevant customer feedback results in detail, identify themes to focus on based on key driver analysis, and apply a continuous improvement methodology to uncover root causes and craft solutions. The team leaves the meeting with a strong sense of direction for its work and, after some additional investigation, finalizes its plan and begins to take action. At Thomson Reuters, each Business Unit (BU) has its own CX team captained a senior leader of either Operations or Sales <u>and</u> the senior marketing leader. With support and project guidance, these cross-functional teams drive CX action planning and execution inside their BUs, using customer insights, strategic recommendations, and financial analytics provided by the centralized CX team. The CX team has worked hard to align its reporting to the business impact so that the BU CX Team Captains share ownership and are empowered to review and discuss ongoing insights with their teams on their own. The CX team has streamlined 20-page, data-heavy reports to single-page views that display the top business themes from across the company's VoC sources that are related to the BU's annual plan. And the centralized CX team can provide the BU CX Teams with supporting data as needed.
18. **Invite customers to participate in interactive forums.** Customers who feel involved with a company can be a valuable resource when developing new products and services or determining ways to better serve them. Innography offers a variety of opportunities for customers to get involved and share their input, from customer advisory boards to a robust online community. One of its three advisory boards is for

Innography Customer Champions, who are selected based on their usage of the product, engagement in the online community, and referrals from client success managers. In addition to participating in in-person and virtual meetings to discuss their needs and the trends affecting their businesses, Innography also asks these customer champions to do an additional activity each year, which can be anything from speaking at an Innography event to serving as a reference customer. Often, the company will take the ideas generated by these three advisory boards and feed them into the online community for broader customer input. The online community, named *Zipline*, offers all customers opportunities to submit and vote on ideas, to "ask the experts," and to interact in other ways (see Figure 16). The community not only connects customers to the company, but it also connects them to each other when they answer one of the submitted questions or build on another customer's idea.

19. **Create ways for employees to practice innovating around customers.** Adopting customer-centric thinking and actions may not come naturally to all employees. As part of its *One Esri Boot Camp*, employees from Esri's global headquarters and global distributors convene for one week at the start of each year to learn about the business and stay connected as "one company"—despite differences in roles and geographies. During the boot camp's CX Track, attendees work on real customer problems, analyzing the causes and developing solution ideas. Two of the solution ideas generated at the most recent boot camp have advanced out of the learning exercise and are ready to roll out company-wide. Wolters Kluwer Financial Services provides "Customer Experience 101" training to all employees, which increases their awareness of customers and provides them with useful tools to solve customer issues. The 90-minute session introduces them to both customer experience and the company's customer journey map, all the while stressing the importance of seeing things from the customer's perspective. To help employees see that they don't have to solve every customer problem by themselves, but can draw help from peers across the organization, the training session also includes a small-group exercise that brings cross-functional teams together to solve a real customer challenge. Group members develop their solutions by talking through the customer problem using Temkin Group's five questions to drive *Customer Journey Thinking*™ (see Figure 17). The exercise also starts valuable conversations around how team members can support each other across their respective silos to better serve customers.

20. **Capture and act on feedback early during times of change.** Waiting for feedback to come in through annual surveys or periodic client or partner events may be too late when you're launching a new product or service process. Monitoring feedback early on when the change is first introduced allows B2Bs to make course corrections, heading off problems or issues before they get overly large or impact a wide group of partners or clients. When Citrix introduces significant improvements, it runs periodic pulse surveys to get more immediate feedback from partners about how specific changes are impacting their experience. The company then feeds those insights back to both product teams—who make adjustments to the product or process—and channel management—who works with partners to ensure they have the tools, training, and support they need to deliver a positive experience to their end customers.[11]

[11] See Temkin Group Insight Report, "The Secret to B2B2C Customer Experience Success" (December 2014).

CHART YOUR PATH TO CX MATURITY

While any organization can improve parts of its operations, customer experience differentiation requires more than a veneer of customer-centricity. For long-term success, B2B organizations must master all four CX core competencies.[12] As companies do this, they progress through six stages of CX maturity:

- **Stage 1: Ignore.** During this stage of maturity, the company hasn't yet bought-in to CX as a strategic priority. There is mostly informal work to generate awareness and interest.
- **Stage 2: Explore.** In this stage, the company begins to explore which areas it needs to focus on for CX to have an impact on business success. An ad hoc group begins its work to align key executives across the organization.
- **Stage 3: Mobilize.** During this stage, the company makes a visible commitment to CX by appointing a senior executive to lead the CX efforts, by investing in voice of the customer programs, and by making small changes to improve customers' experiences.
- **Stage 4: Operationalize.** In this stage, a CX team and governance is in place and the company begins to make changes to cross-functional processes. Engaging employees becomes more important and internal communications and involvement is critical.
- **Stage 5: Align.** In this stage of maturity, the company needs structures to sustain the progress it has made in becoming more customer-centric. It develops strong CX metrics and introduces HR processes that reinforce good CX behaviors.
- **Stage 6: Embed.** At the highest stage of maturity, CX has become part of the company's culture and it doesn't focus on CX as an independent activity. However, there is still work to be done to maintain and renew the company's brand identity as the company and its customers evolve.

To help your organization measure its progress in mastering the four core competencies, Temkin Group created an assessment (see Figure 18). You can use this tool in a number of ways:

- **Self-assessment.** Complete the assessment yourself and identify the strengths and weaknesses of your organization's approach to CX.
- **Group discussions.** Have senior leaders or other key stakeholders complete the assessment and convene to discuss the results. Review the strengths and weaknesses identified as well as areas of agreement and disagreement in the results.
- **Benchmarking.** Compare your CX maturity levels to those of other large B2B organizations that have completed our assessment (see Figure 19).
- **Action planning.** When creating or refreshing CX plans, use this assessment to identify specific actions to take at the corporate level or within specific business units.

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[12] See Temkin Group Insight Report, "The Four Customer Experience Core Competencies" (January 2013).

- **Progress tracking.** Gauge your organization's CX maturity over time by completing the assessment on an annual basis.

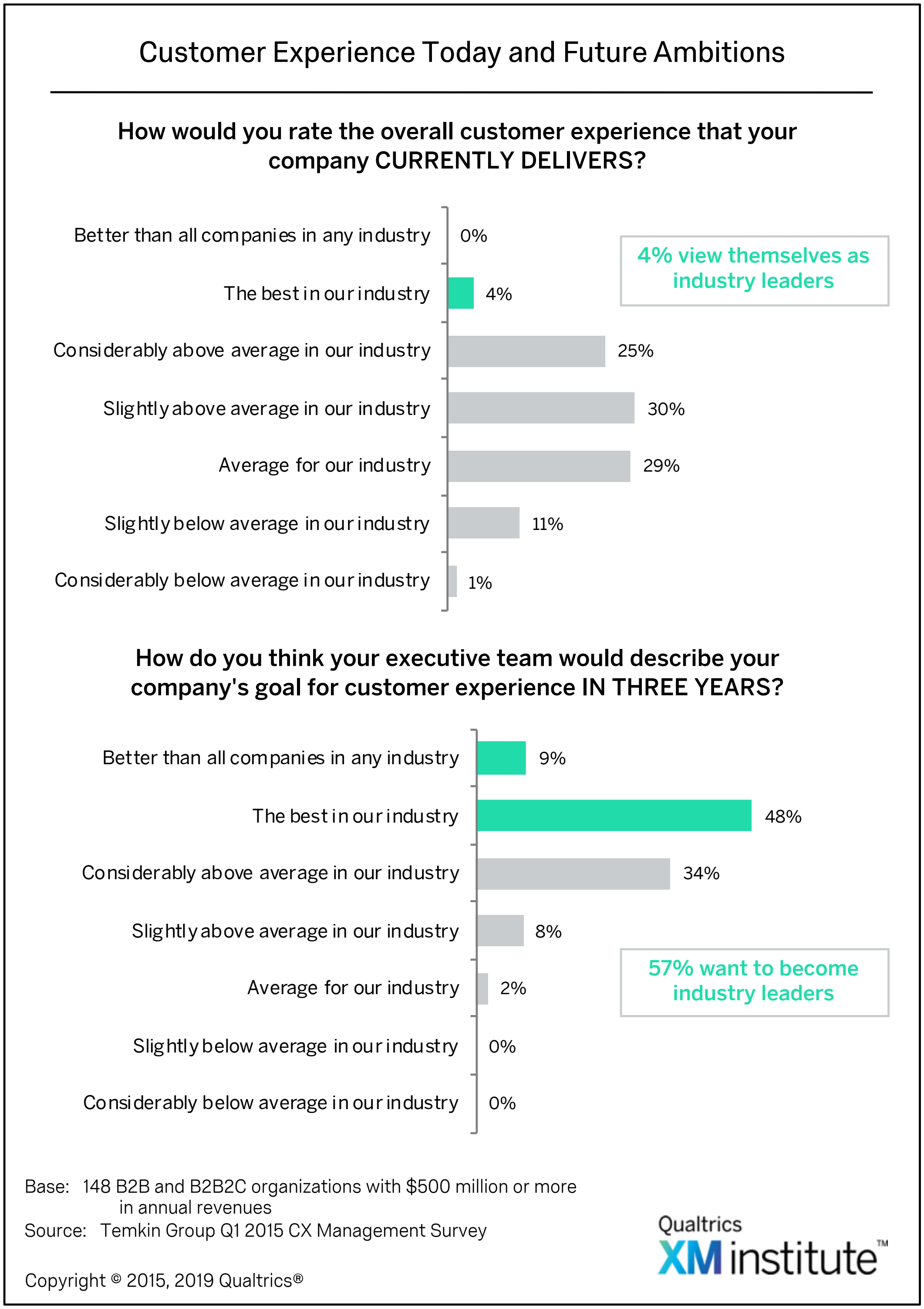
Customer Experience Today and Future Ambitions
How would you rate the overall customer experience that your company CURRENTLY DELIVERS?
Better than all companies in any industry 0%
The best in our industry 4%
Considerably above average in our industry 25%
Slightly above average in our industry 30%
Average for our industry 29%
Slightly below average in our industry 11%
Considerably below average in our industry 1%
4% view themselves as industry leaders
How do you think your executive team would describe your company's goal for customer experience IN THREE YEARS?
Better than all companies in any industry 9%
The best in our industry 48%
Considerably above average in our industry 34%
Slightly above average in our industry 8%
Average for our industry 2%
Slightly below average in our industry 0%
Considerably below average in our industry 0%
57% want to become industry leaders
Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey
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Figure 1

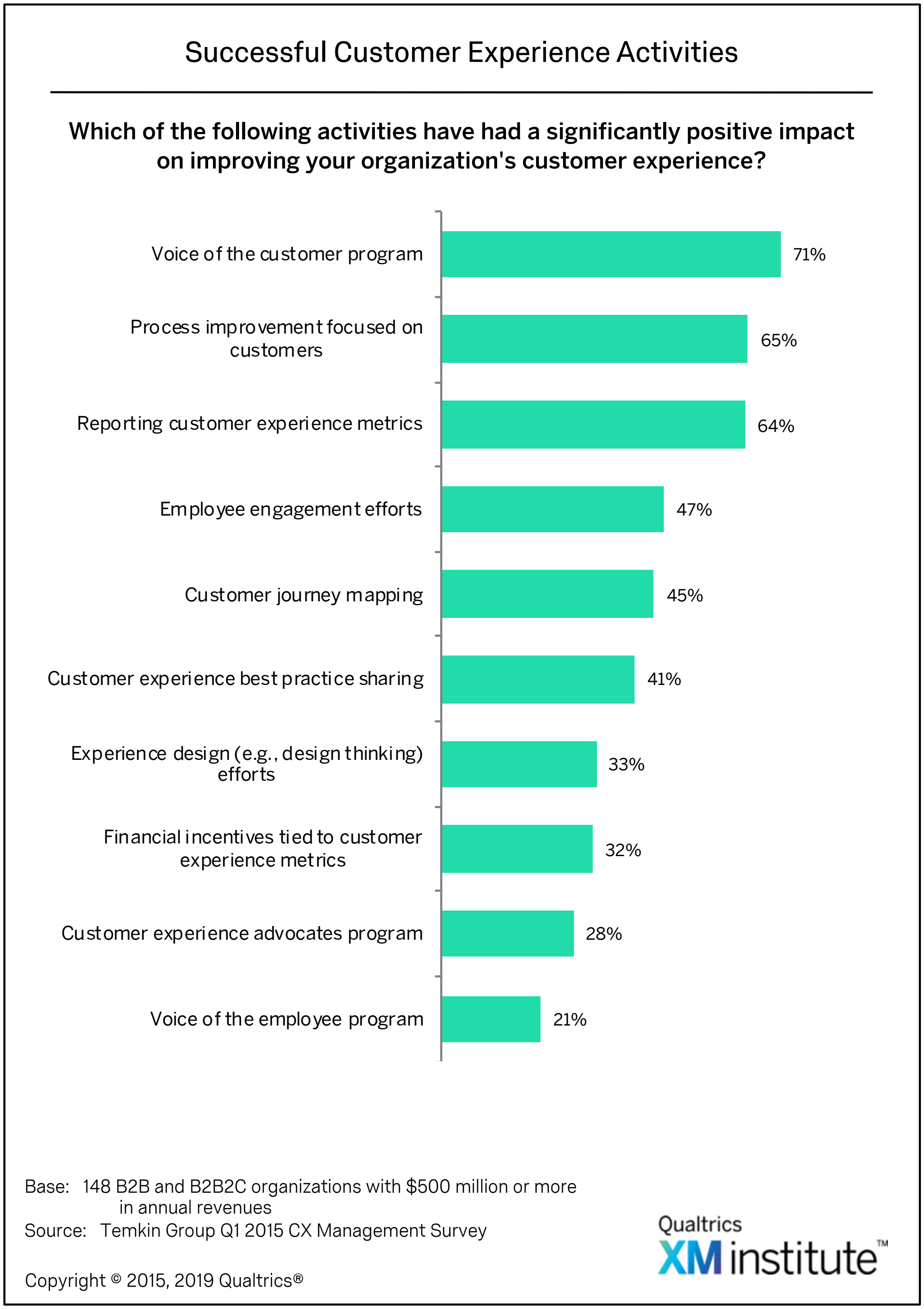
Successful Customer Experience Activities
Which of the following activities have had a significantly positive impact on improving your organization's customer experience?
Voice of the customer program
71%
Process improvement focused on customers
65%
Reporting customer experience metrics
64%
Employee engagement efforts
47%
Customer journey mapping
45%
Customer experience best practice sharing
41%
Experience design (e.g., design thinking) efforts
33%
Financial incentives tied to customer experience metrics
32%
Customer experience advocates program
28%
Voice of the employee program
21%
Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey
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Figure 2

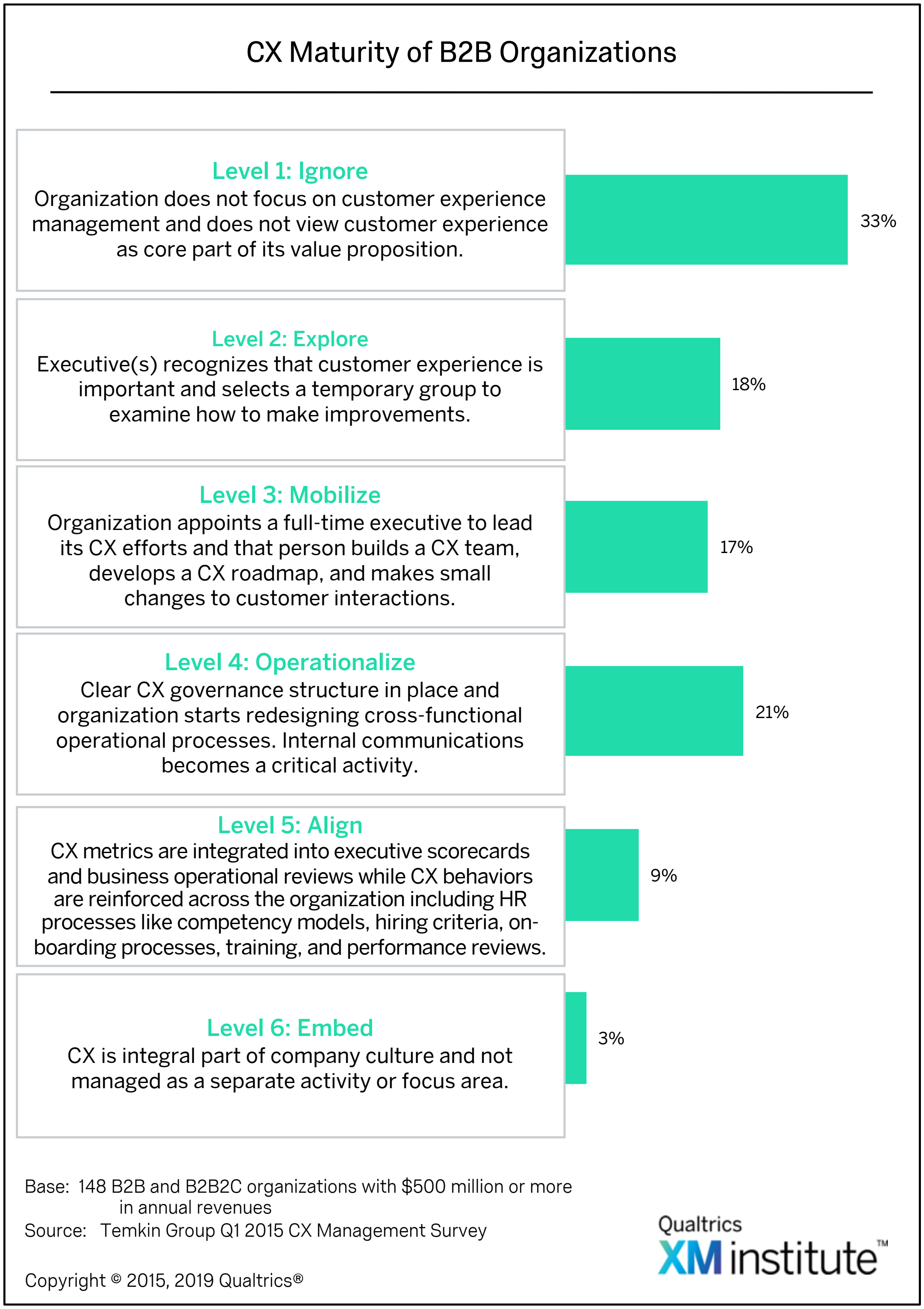
CX Maturity of B2B Organizations
Level 1: Ignore
Organization does not focus on customer experience management and does not view customer experience as core part of its value proposition.
33%
Level 2: Explore
Executive(s) recognizes that customer experience is important and selects a temporary group to examine how to make improvements.
18%
Level 3: Mobilize
Organization appoints a full-time executive to lead its CX efforts and that person builds a CX team, develops a CX roadmap, and makes small changes to customer interactions.
17%
Level 4: Operationalize
Clear CX governance structure in place and organization starts redesigning cross-functional operational processes. Internal communications becomes a critical activity.
21%
Level 5: Align
CX metrics are integrated into executive scorecards and business operational reviews while CX behaviors are reinforced across the organization including HR processes like competency models, hiring criteria, on-boarding processes, training, and performance reviews.
9%
Level 6: Embed
CX is integral part of company culture and not managed as a separate activity or focus area.
3%
Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey
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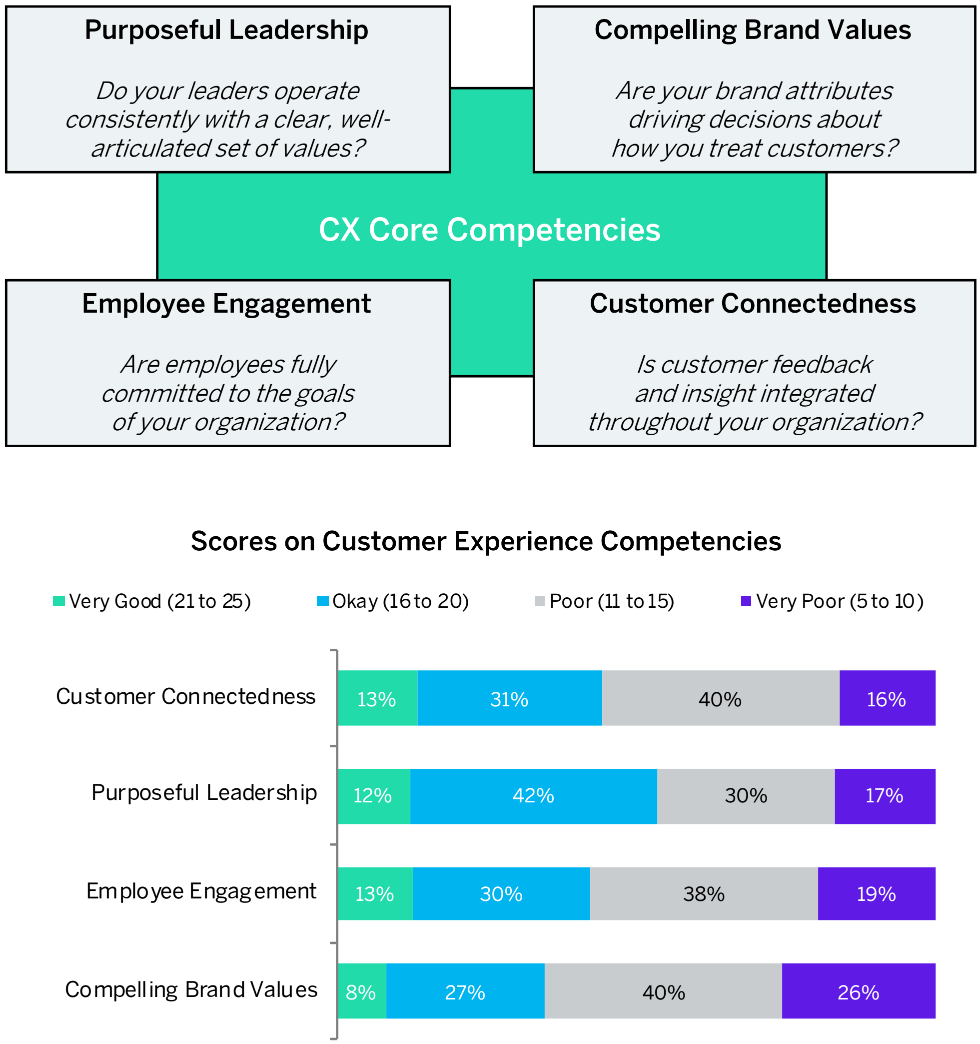
Figure 3

Four Customer Experience (CX) Core Competencies

**Customer-Centric Organizations
Must Master These Four Competencies**



Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey

Figure 4

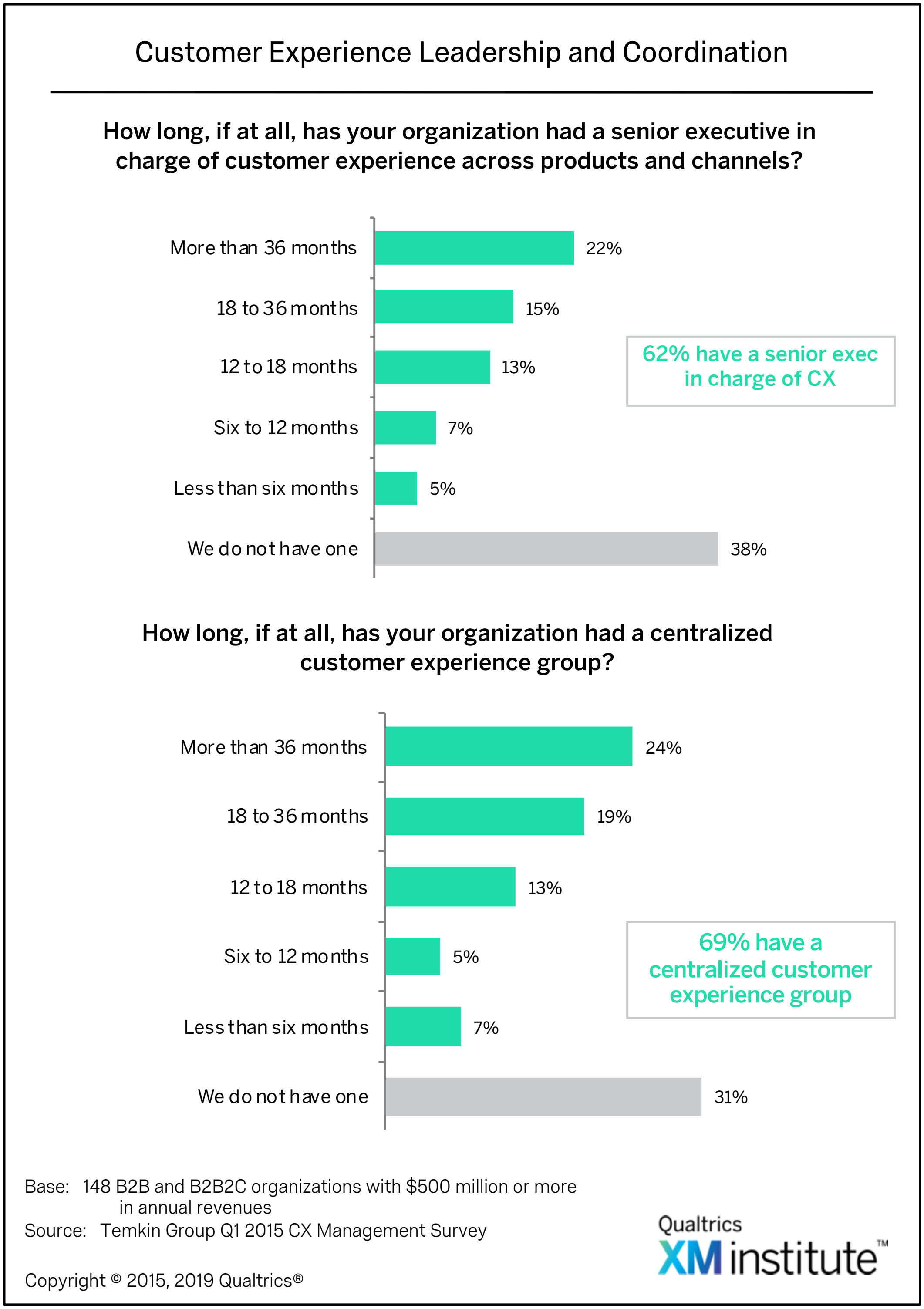

Customer Experience Leadership and Coordination
How long, if at all, has your organization had a senior executive in charge of customer experience across products and channels?
More than 36 months
22%
18 to 36 months
15%
12 to 18 months
13%
Six to 12 months
7%
Less than six months
5%
We do not have one
38%
62% have a senior exec in charge of CX
How long, if at all, has your organization had a centralized customer experience group?
More than 36 months
24%
18 to 36 months
19%
12 to 18 months
13%
Six to 12 months
5%
Less than six months
7%
We do not have one
31%
69% have a centralized customer experience group
Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey
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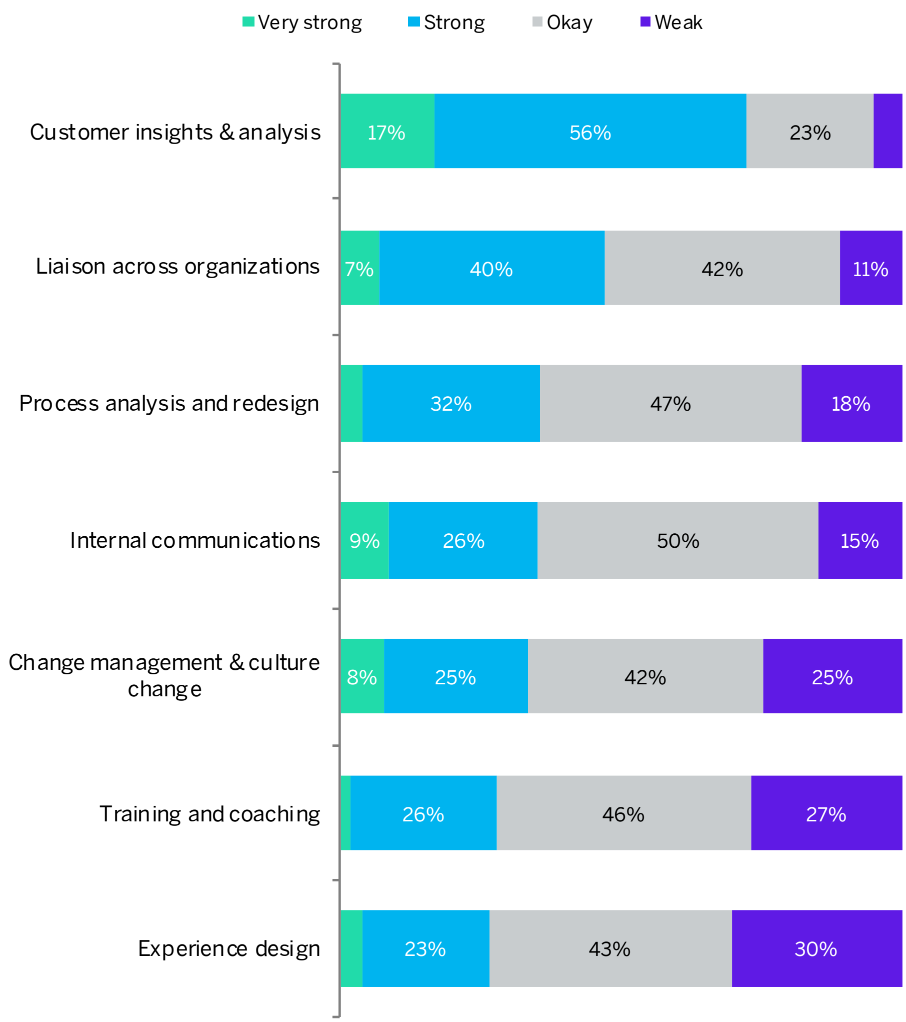
Figure 5

Customer Experience Team Effectiveness

How would you rate the effectiveness of your CX team in these areas?



Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey

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Figure 6

Obstacles to Customer Experience Success

Which of the following do you consider to be significant obstacles to your company's customer experience efforts?

Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey

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Figure 7

Using the Four CX Core Competencies to Raise Customer-Centricity in B2B Organizations

	Purposeful Leadership	Compelling Brand Values	Employee Engagement	Customer Connectedness
Sales and Account Mgmt.	Johnson Controls executives reinforce importance of CX by capturing feedback from key account senior executives through its *Top 2 Top* program.	Involve reps from sales and account management in governance efforts that define the brand promises the company will keep.	EMC's sales and account teams can submit customer feedback they gather through its *Customer Feedback Advocacy* tool.	Dell embeds insights into sales and account management tools and triggers Detractor and Promoter follow-up.
Implement-ation / Project Execution	Senior leaders at Kronos get summaries of in-progress check-ins with customers in large implementations.	Crowe's *PlusOne Value Scorecard* guides project teams through client-driven planning and execution.	NetApp uses its customer journey maps to create clarity around which team 'owns' the customer in key interactions.	McKesson Health Solutions uses *Pulse Check-ins* to ensure implementation experience is on track mid-phase.
Support and Issue Resolution	Asurions top 40 executives, including its chairman, get reports on all *extreme event* service escalations.	Thomson Reuter's *Show Us Your Moves* campaign collects employee stories on solving problems and keeping promises.	Asurion's *NPS Champions* share insights and CX refresher decks with fellow support site supervisors and agents.	Vertex's insights-based personas used to identify segment-specific improvements in product education and support.
Partner Alignment	To demonstrate its commitment to its partners' experience, a large cloud computing company introduced a dedicated *Partner Help Desk*.	HP used insights from partners and customers to identify and fix shared areas where the brand promise wasn't being delivered.	VMWare engaged its partners when redesigning its product roadmap information – a problem area the company and partners shared.	John Deere enables its dealers' VoC program that measures key dealership processes shown to drive results.
Product Mgmt. and Innovation	Line of Business leaders at Thomson Reuters serve as CX captains and work with the CX team to bring insights back to their units for action.	The CX track at ESRI's employee and distributor boot camp yielded two customer solutions ready to roll-out.	Johnson Controls holds *VoC action planning workshops* to bring insights to teams driving product and experience innovation.	Innography's online community allows customers to submit and vote on product improvement ideas.

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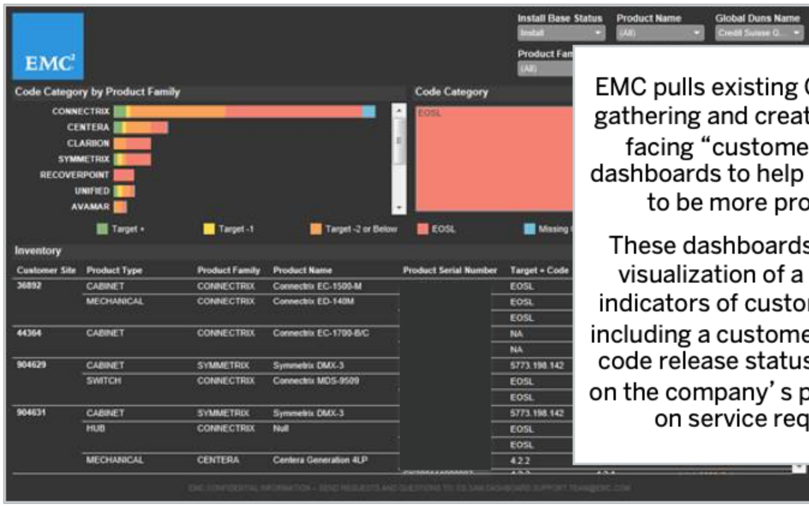
Figure 8

20 B2B Customer Experience Best Practices

B2B Activities	CX Best Practices
Sales and Account Management	1. Equip sales and account teams with customer-specific insights 2. Engage with hard-to-reach customer executives 3. Make it easy for employees to capture and share customer insights from the field 4. Involve team members in formal governance
Implementation / Project Execution	5. Keep implementation on track with mid-project feedback 6. Integrate company values into service delivery frameworks 7. Use customer journey maps to think beyond internal structures
Support and Issue Resolution	8. Focus leadership-level attention on CX performance 9. Use CX champions to bring CX issues to the attention of their business 10. Uncover CX opportunities with insights-based personas 11. Capture stories from employees who resolve problems and help clients succeed 12. Analyze verbatims to reveal CX issues hidden in high-scoring areas
Partner Alignment	13. Help partners enable their own voice of the customer program 14. Tackle problems affecting both partners and customers 15. Co-design customer experiences with partners 16. Dedicate resources to support partners' CX
Product Management and Innovation	17. Involve key stakeholders in CX action planning 18. Invite customers to participate in interactive forums 19. Create ways for employees to practice innovating around customers 20. Capture and act on feedback early during times of change

Figure 9

EMC's "Customer Health" Dashboards



EMC pulls existing CX data it is gathering and creates internal-facing "customer health" dashboards to help sales teams to be more proactive.

These dashboards provide a visualization of a variety of indicators of customer health, including a customer's product code release status to metrics on the company's performance on service requests.

The increased accessibility to this data allows teams to access comprehensive, easy-to-manage views of their accounts.

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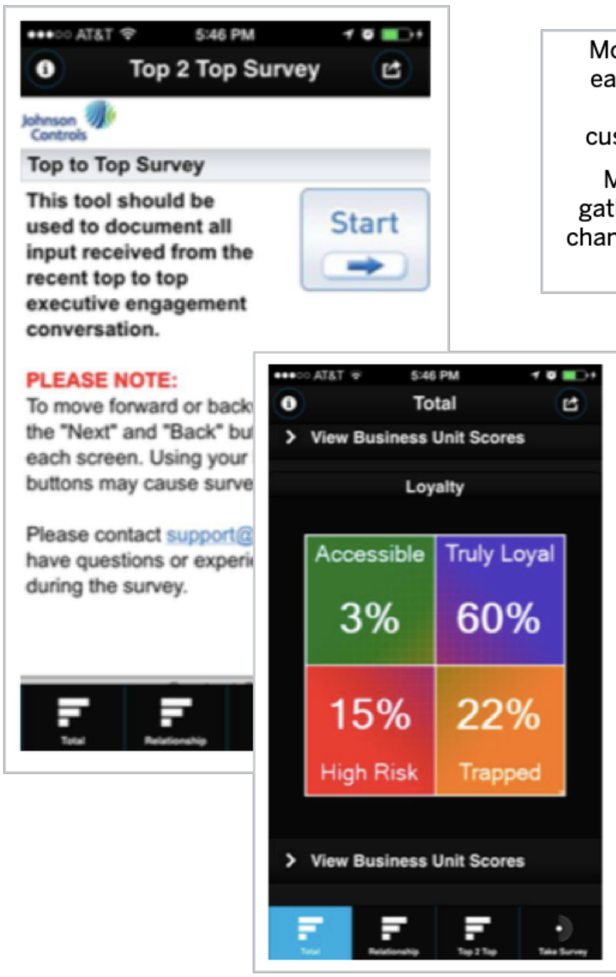
Figure 10

Johnson Controls Power Solutions: Top 2 Top Executive Engagement Program

Challenge to address: Not all senior customer executives were not completing web-based loyalty surveys, and it was critical to hear from this audience to understand the perceptions of their business relationship with Johnson Controls.

Solution: Created CX talking points and a mobile app executives Johnson Controls' senior executives use to capture key metrics from conversations with customers' senior executives, "Top 2 Top."



Mobile app lets executives easily enter data gathered during meetings with customer's top executives.

Metrics align with those gathered through other VoC channels from other customer stakeholders.

Executives can also review their cumulative results by business unit, as well as revisit individual customer records.

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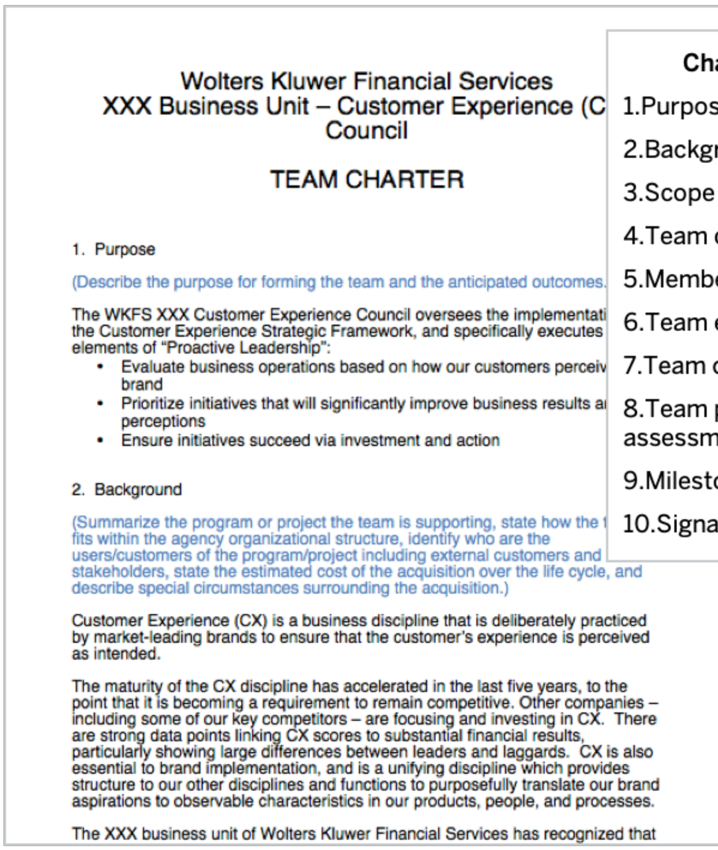
Figure 11

Wolters Kluwer Financial Services: CX Council Charter

One of the first tasks completed by Wolters Kluwer's new CX Governance Council was to draft a charter to outline how the council would operate and gain authorization to advance the initiatives of the CX program.



Wolters Kluwer Financial Services
XXX Business Unit – Customer Experience (C
Council

TEAM CHARTER

1. Purpose

(Describe the purpose for forming the team and the anticipated outcomes.

The WKFS XXX Customer Experience Council oversees the implementati the Customer Experience Strategic Framework, and specifically executes elements of "Proactive Leadership":

- Evaluate business operations based on how our customers perceiv brand
- Prioritize initiatives that will significantly improve business results a perceptions
- Ensure initiatives succeed via investment and action

2. Background

(Summarize the program or project the team is supporting, state how the t fits within the agency organizational structure, identify who are the users/customers of the program/project including external customers and stakeholders, state the estimated cost of the acquisition over the life cycle, and describe special circumstances surrounding the acquisition.)

Customer Experience (CX) is a business discipline that is deliberately practiced by market-leading brands to ensure that the customer's experience is perceived as intended.

The maturity of the CX discipline has accelerated in the last five years, to the point that it is becoming a requirement to remain competitive. Other companies – including some of our key competitors – are focusing and investing in CX. There are strong data points linking CX scores to substantial financial results, particularly showing large differences between leaders and laggards. CX is also essential to brand implementation, and is a unifying discipline which provides structure to our other disciplines and functions to purposefully translate our brand aspirations to observable characteristics in our products, people, and processes.

The XXX business unit of Wolters Kluwer Financial Services has recognized that

Charter elements:

1. Purpose
2. Background
3. Scope
4. Team composition
5. Membership roles
6. Team empowerment
7. Team operations
8. Team performance assessment
9. Milestones and schedules
10. Signatures and approval

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Figure 12

How to Create and Use Customer Journey Maps (CJM)

Seven Steps for Developing Customer Journey Maps

1. Define Objectives	Identify what you want to accomplish: fix current problems or build the experience of the future
2. Engage Executives	Make sure that relevant executives are bought into the objectives and are engaged in the process
3. Define Scope	Identify the specific journey(s) and target customers being examined in the customer journey mapping effort
4. Internal Research	Review existing customer insights and interview internal/partner stakeholders at all levels about the existing experience
5. Draft CJM	Develop a high-level outline of the key stages, actions, expectations, and obstacles across the customer's journey
6. Customer Research	Validate the stages and find out more information about individual interactions/steps in the stages, and identify importance and opportunities for improvement
7. Final CJM	Update the customer journey map to reflect the insights gathered during customer research

Getting the Most from Customer Journey Maps

Key outputs of CJM

- Identify moments of truth
- Establish baseline of experience
- Hypothesize future experiences

To-Do List After Completion of CJM:

- ❑ Prioritize and act upon opportunities for fixing problems
- ❑ Prioritize and act upon opportunities to wow customers
- ❑ Share learnings across the organization and with channel partners
- ❑ Adjust voice of the customer listening posts to prioritize moments of truth
- ❑ Define metrics and track performance for moments of truth
- ❑ Establish teams to design and roll out future-state experiences
- ❑ Embed learnings about customers in training and communications
- ❑ Do CJMs for other customers and other areas of the business
- ❑ Repeat CJM every 18 to 24 months or when something changes

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Figure 13

Asurion: Hands-on Verbatim Analysis Process

Process Steps	Description	Keys to Success
Review and Categorize	▪ Detractor comments are reviewed on a daily basis by a front-line associate "on loan" from his/her primary department ▪ Comments are coded using categories developed over time based on extensive verbatim review and stakeholder input ▪ Process leverages special online interface to import comments, assign up to four detractor reasons per comment, and generate analysis	▪ Develop codes that are distinct and granular enough to drive action ▪ Test process before investing in a customized tool
Analyze and Report	▪ Interface allows for data pivots and "tall bar" reports that highlight areas to address ▪ Web-based reports are made available to cross-functional stakeholders from impacted groups	▪ Share data in a consumable, accessible, and visible format ▪ Continue to learn and evolve program over time
Drive Action	▪ Findings drive the agenda of weekly CX Continuous Improvement meeting where "tall bars" are reviewed and discussed with cross-functional team ▪ Also used in weekly operations meetings and monthly client reviews	▪ Start small and get early wins to get resources to expand

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Figure 14

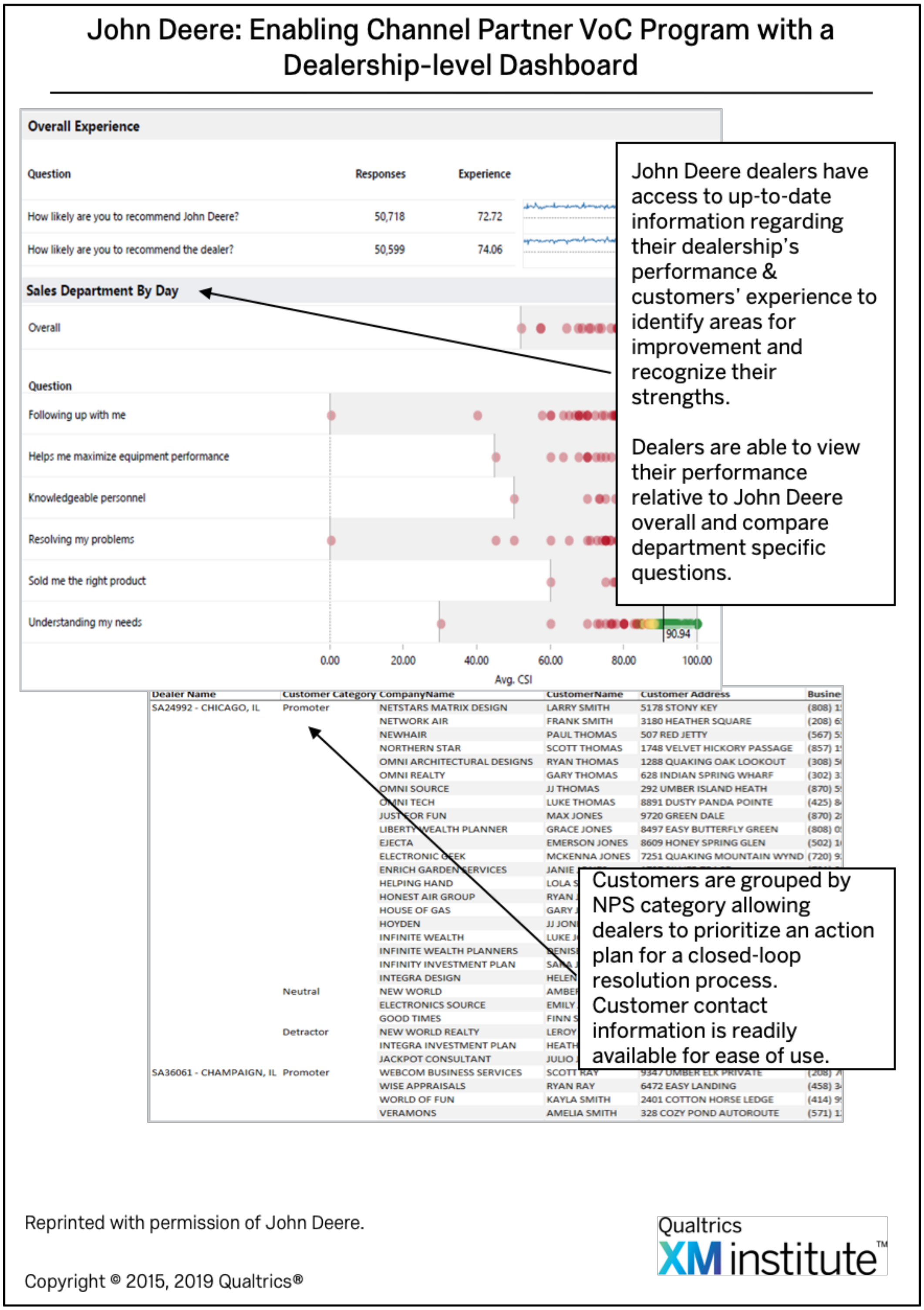
John Deere: Enabling Channel Partner VoC Program with a Dealership-level Dashboard
Overall Experience
Question
Responses
Experience
How likely are you to recommend John Deere?
50,718
72.72
How likely are you to recommend the dealer?
50,599
74.06
Sales Department By Day
Overall
Question
Following up with me
Helps me maximize equipment performance
Knowledgeable personnel
Resolving my problems
Sold me the right product
Understanding my needs
90.94
0.00
20.00
40.00
60.00
80.00
100.00
Avg. CSI
John Deere dealers have access to up-to-date information regarding their dealership's performance & customers' experience to identify areas for improvement and recognize their strengths.
Dealers are able to view their performance relative to John Deere overall and compare department specific questions.
Dealer Name
Customer Category
CompanyName
CustomerName
Customer Address
Promoter
Neutral
Detractor
Customers are grouped by NPS category allowing dealers to prioritize an action plan for a closed-loop resolution process. Customer contact information is readily available for ease of use.
Reprinted with permission of John Deere.
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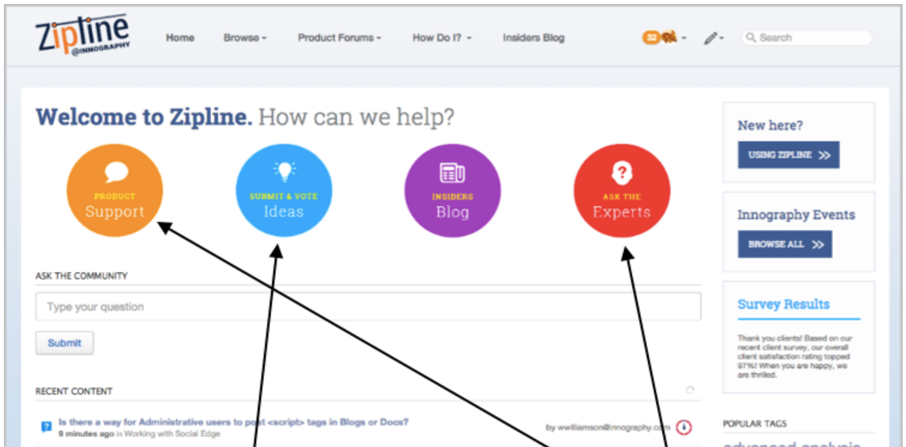
Figure 15

Innography: Zipline Online Customer Community

Innography introduced its online customer community to strengthen communication and provide a forum to capture feature requests, share answers to repeated questions, and facilitate the exchange of best practices. It delivers communication and collaboration on customers' terms.



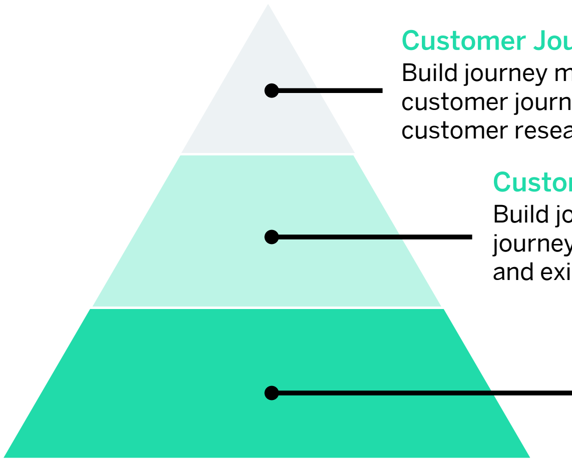
Customers are able to submit ideas, review other ideas posted by the company or customers, and provide input on ideas by commenting and "voting."

Customers can also access product support and seek expert input from the company or fellow customers to their questions.

Reprinted with permission of Innography.

Figure 16

The Customer Journey Mapping Pyramid



Customer Journey Mapping Projects
Build journey maps for a few critical customer journeys using significant customer research.

Customer Journey Mapping Sessions
Build journey maps for many customer journeys using facilitated sessions with SMEs and existing customer insights.

Customer Journey Thinking™
Embed thinking about customer journeys into day-to-day decisions across the company.

Five Questions That Drive Customer Journey Thinking™

1. Who is the customer?
Start by recognizing that different customers have different needs. It's important to understand who the person is before thinking about a specific journey.

2. What is the customer's real goal?
To understand how customers will view an interaction and what's shaping expectations you need to think about what they are really trying to accomplish.

3. What did the customer do right before? (three times)
A company interaction is part of a larger journey, so you need to think about where they've been prior to the interaction and repeat the question three times.

4. What will the customer do right afterwards? (three times)
The customer interaction with a company is rarely the last step in a journey, so you need to think about what they do next and repeat the question three times.

5. What will make the customer happy?
Rather than just aiming to satisfy customers' basic needs, think about what it will take to provide each customer with the most positive experience.

Figure 17

Temkin Group Customer Experience Competency Assessment

To what degree do the following activities occur within your company?
1 = Never 2 = Periodically 3 = Usually 4 = Almost always 5 = Always

1. Customer experience metrics are reviewed and treated as financial metrics	
2. Senior executives regularly communicate that customer experience is one of the company's key strategies	
3. The executive team uses a clearly defined set of values to guide how it makes decisions	
4. Employees across the company understand the core values of the company and understand how those values relate to their role	
5. Senior executives support decisions to trade off short-term financial results for longer-term customer loyalty	
PURPOSEFUL LEADERSHIP total	
6. The company's brand is translated into a clear set of promises to customers	
7. The company's brand guides decisions about how customers are treated and interactions are designed	
8. The company regularly examines how effectively interactions live up to its brand values	
9. Marketing does as much brand marketing inside the company as it does outside the company	
10. Employees are encouraged to interpret how their efforts can reinforce brand values	
COMPELLING BRAND VALUES total	
11. Employee feedback is actively solicited and acted upon	
12. Managers are evaluated based on the engagement level of their employees	
13. The company provides industry-leading training for employees	
14. The company celebrates and rewards employees that exemplify its core values	
15. The human resources organization is actively involved in strategic initiatives	
EMPLOYEE ENGAGEMENT total	
16. Customer feedback is regularly collected and acted upon	
17. User-centered design approaches are used to design interactions in all touch points (e.g., web, phone)	
18. The company has a well-defined set of target customer segments that guides priorities	
19. Executives regularly interact with customers in target segments	
20. Customer feedback is integrated throughout key processes like product development and marketing rollout	
CUSTOMER CONNECTEDNESS total	
OVERALL TOTAL	

Competency Area Totals:		Overall Total:	
		<50	Ignore
5 to 10	Very Poor	50 to 59	Explore
11 to 15	Poor	60 to 69	Mobilize
16 to 20	Okay	70 to 79	Operationalize
21 to 25	Very Good	80 to 89	Align
		90 to 100	Embed

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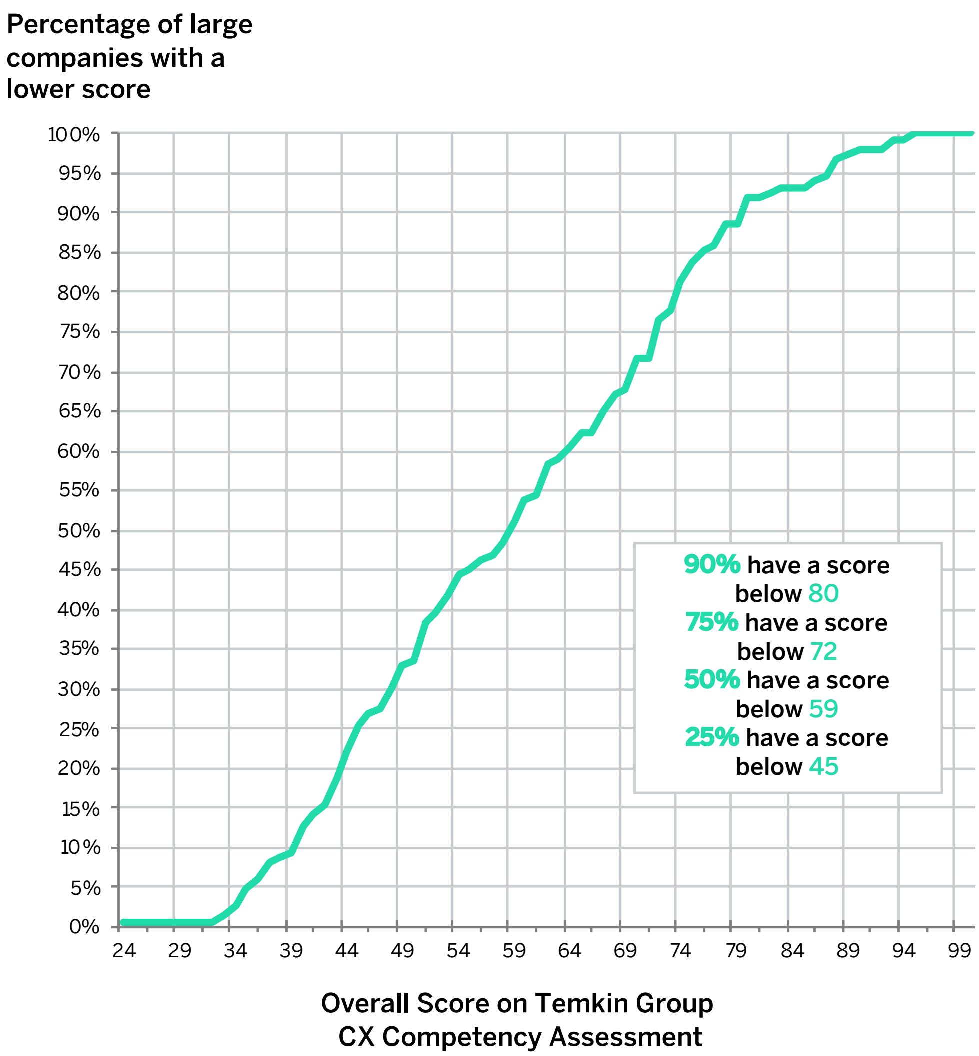
Figure 18

Percentiles of Results from Temkin Group
CX Competency Assessment



Base: 148 B2B and B2B2C organizations with $500 million or more in annual revenues
Source: Temkin Group Q1 2015 CX Management Survey

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Figure 19