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**CMO  
Exchange**

# The Future of Customer Experience

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Dear Reader,

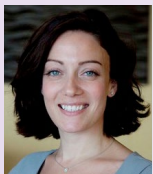
In a world where consumers have more power than ever before and technology continues to advance at an astonishing rate, organizations are faced with the challenge of balancing the delivery of a multi-channel customer experience with satisfying the needs of shareholders by demonstrating a strong ROI.

How are leading customer experience professionals approaching these challenges, what makes a great customer experience and what does the future hold?

The Customer Management Exchange Network interviewed 10 industry leaders to explore their take on these issues, to find out how they structure their customer experience strategies and what their predictions are for customer experience in 2013 and beyond.

These interviews will allow customer experience leaders to benchmark their own initiatives, so we hope you find the eBook valuable.

Best regards,



**Abi Manders,**  
Group Head of Products,  
**Customer Management Exchange Network**



### Staying Connected

The Customer Experience Exchange doesn't just provide you with a once-a-year opportunity to meet with your peers - through a range of online channels we're delighted to be able to facilitate all year round learning and networking for the global customer management community. Stay connected through twitter, YouTube, LinkedIn and our online Online Resource Library to get the latest new, event updates, exclusive videos, whitepapers and much more.



Whilst the customer is said to be king for enterprises today, many customer experience and marketing decision-makers struggle to embed the importance of the customer across the entire organization.

This video, produced by the Customer Management Exchange Network, has been designed to stimulate organizations into thinking differently about how they incorporate customers within their business.

## Claire Burns

Chief Customer Officer

**MetLife**

**MetLife**

Claire talks about the qualities that consumers want from insurance, which are: simple, intuitive and effective, and she believes this is what makes a great customer experience.

Claire also highlights the importance of different interactions with customers, the advantages of new technology and how customers want to be approached. In addition, find out why complexity is the biggest challenge, and that in order to solve this companies need to invest in new technology as customers demand more.



**LISTEN TO CLAIRE'S  
INTERVIEW HERE**

## Kate Feather

EVP of Customer Experience Transformation

**PeopleMetrics**

**PeopleMetrics**

In this interview Kate tells us why consistency, the ability to create an emotional response and being atypical, create a great customer experience. She also delves into why strategic and cultural misalignment are preventing organizations from delivering for customers.

Plus, find out why Kate believes silo busting and flexing your innovation muscle will be needed for 2013 with her take on the key market trends organizations need to look out for in order to remain competitive.



**LISTEN TO KATE'S  
INTERVIEW HERE**

## Dave Wolf

Vice President of Strategy

**Cynergy**

**cynergy.**

Dave chats with us about how Cynergy ensure they exceed customers' expectations through making things "beautiful", and how vital it is to understand customers' needs and desires to create an experience that people can trust.

Dave also shares a great example of delivering more value through customer experience programs – including how to face challenges and what to change to achieve better results, and describes what he thinks the next big trends are for customer experience.



**LISTEN TO DAVE'S  
INTERVIEW HERE**

## Stephen Sorenson

Senior Director of Consumer Global Support Experience

**Microsoft**

**Microsoft**

Stephen shares his thoughts on the impact of the Windows 8 launch and the new Answer Desk on their customer experience programs in 2012; whilst also discussing how quality products, a holistic experience and a proactive approach to customer service make the Microsoft customer experience a memorable one.

Stephen also highlights the need for the solution provider market to be more flexible and easy to integrate with the plethora of legacy systems already in place, why he believes mobile is the future for customer experience, and how Microsoft are integrating this into their future business strategy.



**LISTEN TO STEPHEN'S  
INTERVIEW HERE**



## Claudia Bremser

Associate Director, Loyalty Operations & Customer Experience

### Verizon Wireless

Claudia talks to us about customer loyalty and shares her experiences of how to retain customers and interact with them as well as the importance of measuring these interactions.

From Claudia's leadership perspective, she describes three main priorities for delivering a great customer experience including the importance of providing great solutions and moving the company's culture forward. Plus, Claudia considers what solution providers should do to help businesses retain customers and build increased loyalty.



**LISTEN TO CLAUDIA'S  
INTERVIEW HERE**

## Dave Norton

Principal and Founder

### Stone Mantel

Dave discusses the importance of identifying the experiences that matter to the target audience and why it is so important to engage your customers to spend more time with you, by creating memorable customer experiences.

He also shares his view on managing multiple challenges, transforming companies' business models which make customers more satisfied, and incorporating innovation to ensure companies stay ahead of the competition.



**LISTEN TO DAVE'S  
INTERVIEW HERE**



## Ted Reguly

Director of Customer Programs and Projects

### San Diego Gas & Electric

Ted shares his view on giving customers what they want and when they want it, in the right format, which creates great customer experiences.

He also talks about his company's tailored treatment to their different customers in order to better understand customers' needs – from setting up new standards to reinventing themselves to become more customer focused.



**LISTEN TO TED'S  
INTERVIEW HERE**



A Sempra Energy utility

## Chris Swan

VP Strategic Accounts

### Clickfox

Chris gives us insight into what he believes creates a great customer experience, and why having a good strategy (and following it through) will make an impact to your business.

Chris also explains how to drive more value from customer experience initiatives and why he believes that by focusing on behavior of the client, a company can achieve great things. In addition, he advises on how to improve the customer experience strategy in order to change an organization to become more customer centric.



**LISTEN TO CHRIS'S  
INTERVIEW HERE**



**Mike Zinne**

VP Sales Consulting for Service Automation  
*Oracle*

**ORACLE®**

Mike describes why low customer effort, a personalized multi-channel service and a sales team armed with customer knowledge will create a great customer experience and increase loyalty.

Mike also shares his advice on making customer experience a business priority that is aligned with board level metrics to really drive value from your CX programs, and explains why the organizations who operate cross-functionally will reap the biggest rewards from their customer experience initiatives.

Plus, find out why Mike believes something as simple as listening to your customers is the real secret to business growth.



**LISTEN TO MIKE'S  
INTERVIEW HERE**

**Michelle de Haaff**

VP Marketing  
*Medallia*


**MEDALLIA, INC.**

Michelle talks about how to deliver customer satisfaction and organization wide results by understanding the customer journey – and really focusing on their needs, not what you believe they may be. She also discusses the importance of having the right metrics in place, ensuring you have the processes and culture that are supported in the organization, and employees who are empowered to take action, to have a direct impact on the customer experience.

Michelle also shares her predictions for the customer experience community in the coming five years.



**LISTEN TO MICHELLE'S  
INTERVIEW HERE**

# Want to find out more?

**Are you interested in exploring the themes of this eBook in greater depth with Director-level representatives from global brands?**

The CMO Exchange will take place 3rd - 4th June in St Albans, UK. You will have the unique opportunity to learn, network and find solutions to some of your biggest challenges by joining innovative solution providers and the most senior decision makers at the Exchange, to discuss how the largest of marketing projects can be fully realised.

For more information about requesting an invitation to attend CMO Exchange 2013, or if you are a solution provider and would like more information, please call +44 (0)207 368 9484 or email [exchangeinfo@iqpc.com](mailto:exchangeinfo@iqpc.com)

# TOP 10 CUSTOMER EXPERIENCE PREDICTIONS

## WHAT DOES THE FUTURE HOLD FOR CUSTOMER EXPERIENCE?

**1** “It’s going to become much more strategic than it’s ever been. Last week I had 3 conversations with 3 different organizations in 3 different sectors, and every one of them has customer experience in their 5 year strategic plan as the primary pillar. Companies who gather feedback on their customer experience initiatives in a haphazard fashion, all of that’s going to be replaced by focusing on really getting a clear strategy around ‘what is this experience that we intend to deliver’ and then ensuring that you’re measuring against that and delivering against that in a long-term, highly strategic fashion”.

– **Kate Feather, EVP of Customer Experience Transformation of PeopleMetrics**

**2** “I see significant adoption of support experiences on mobile devices. I think the days of having to go to a fixed PC sitting in an office to query for help or look for information; those days are fast-fleeting. The ability for you to get the information you need via your phone or your tablet, or in our case your Surface, is going to proliferate in a very fast pace in 2013 and so that’s where our focus and energy will be”.

– **Stephen Sorenson, Senior Director of Consumer Global Support Experience for Microsoft**

**3** “I think we’re going to see a lot more screens in our lives than we ever began to imagine. Today we look at the screens in our lives being a computer or laptop, then it became a tablet and a phone. We’re going to begin to have these digital screens everywhere in our lives, from the refrigerator to our car, to equipment we use, to how we consume media and frankly everything. As these digital experiences, these screens, are exploding its going to be about brands delivering their brand experience and value back to their customers through them. If people thought that the web was a fast explosion, or that mobile has become a fast explosion, in 2013 we’re going to see these screens really take off and companies are going to have to be there”.

– **Dave Wolf, Vice President of Strategy for Cynergy**

**4** “I think companies are going to realize that customer experience is actually the most critical aspect of retaining a customer and that means managing all of your touch-points and interactions that the customer has and measuring what the customer gives up in exchange for buying a product, whether it’s money or time. There’s going to be a bigger focus on what that equation is - how much money, how much time to keep the customer happy and it’s going to depend on every different business and industry, but I think leadership are going to start to change the discussions they have around customer loyalty”.

– **Claudia Bremser, Associate Director, Loyalty Operations & Customer Experience at Verizon Wireless**

**5** “The most important channel for experience delivery will be mobile and tablets and that some of the other channels will become less and less important. Most companies are going to have to find a way to be profitable and at the same time put mobile and tablets at the forefront of their business model. I think that that’s where everything is headed”.

– **Dave Norton, Principal and Founder of Stone Mantel**

**6** “My prediction is that it’s [customer experience] going to grow - and it’s going to grow dramatically! In the past several years you’ve seen fairly incremental growth in the space as companies realize that the balance of power is shifting. Whereas before the power was with the producer, the provider, the company, the industry; now it’s with the consumer. As they have more and more information, they can increasingly involve themselves in these solutions in new ways. As you see people being more and more empowered, that creates new power for the consumer and as companies realize this and realize that they are behind, I expect they’re going to be increasingly entering this space and trying to more deliberately create the kinds of customer experiences that anticipate consumer needs and trends. It’s going to get bigger and bigger, and groups like yours [Customer Management Exchange Network] are going to become more and more important”.

– **Claire Burns, Chief Customer Officer, MetLife**



# TOP 10 CUSTOMER EXPERIENCE PREDICTIONS

## WHAT DOES THE FUTURE HOLD FOR CUSTOMER EXPERIENCE?

**7** “Consumers are going to see people in organizations being able to do more than they ever could do to affect their experience. Companies and our customers are stepping back, and looking at not only the metrics, but how they can impact the metrics. I think that individual consumers and companies are going to be doing more to impact the metrics ... and really looking for partners like Medallia and partners inside their organizations to help them take that action and measure the impact of the action. People in organizations will have more power to do things to delight them [consumers] and improve the customer experience”.

– Michelle de Haaff, VP Marketing, Medallia

**8** “There is so much momentum in the space right now and there’s so many good solutions out there - I think my big prediction for 2013 is that you’re going to start to see some fairly serious consolidation or acquisitions in the space. Some of the major players will start to acquire multiple different solution sets so that they can aggregate out and be a one-stop-shop. There’s simply too much data and too many solutions out there for it to be really easy right now and just go to one place to get it done, so I can see some of the bigger players in the space acquiring some of the smaller players so that they have a more robust end to end solution”.

– Chris Swan, VP Strategic Accounts, Clickfox

**9** “I don’t know where [the market] is going to end up, but with technology and social media and information flow, it is going to change drastically. I just want to be sure that we stay in tune with our customers and are nimble and flexible to meet their needs. And with the roll-out of smart meters and the new tools that are going to come along to help both our customers and our suppliers and ourselves meet the ever growing energy needs of the United States; its going to be an interesting journey.”

– Ted Reguly, Director of Customer Programs and Projects at San Diego Gas & Electric

**10** “At the CM Exchange Network we’re seeing CMOs, CCOs (Chief Customer Officers) and COOs discuss the importance of putting the customer at the heart of the business, and so I believe over the coming years we’ll see even more investments in Customer Experience Management and measurement based solutions, that will ensure customer experience can be aligned with wider organizational strategy. Big data is also presenting a number of challenges for leading brands today, and so I think this is only going to become more complex as the use of mobile devices, social channels and other new technologies create even more data. As a result I believe we’ll see the role of the Chief Digital Officer rise, as someone who will take on the responsibilities of marketing, IT and customer experience all in one.”

– Abi Manders, Group Head of Products, Customer Management Exchange Network