

Chief Marketing Officers, Customer Experience Officers & Chief Customer Officers Reflections on resolutions for the New Year

I've spent the last five years consulting globally in the area of customer experience management and before that was a senior marketing executive in a large UK organisation.

This Christmas a minor foot operation has forced me to spend most of the holidays on my sofa with my feet up and I've reflected on what would have been my resolutions as a CMO/CXO/CCO and offer below my considered view of the ten highest leverage resolutions executives with a customer brief should consider for the New Year.

- 1) Work with the Brand team to agree how the customer experience should support the brand promise
- 2) Get a picture of the complete end to end experience as it stands today and validate it with customers
- 3) Really understand the 3-4 key touch points (and 3 is better than 4) that REALLY matter to customers (including prospects and ex customers) so as you can focus on them
- 4) Get a tracking measure of customer equity/advocacy onto the corporate scorecard and ensure it gets as much prominence as revenue and costs (maybe that part is a resolution for 2009..!)
- 5) Encourage senior executive colleagues to spend time each month with customers and train them to listen "naively and humbly" to customers
- 6) Ditto for senior executive colleagues to spend time with employees
- 7) Use regular feedback from employees to identify what it is the organisation is doing that is creating or diluting employee equity (remember advocating employees create advocating customers)
- 8) Build regular feedback from customers through employees into the senior team meeting agenda to maintain a regular understanding of what matters to customers and our employees in serving them
- 9) Establish a 360' dialog with customers based on their self declared level of advocacy, dealing with detracting customer specific issues and encouraging promoting customers to advocate our business
- 10) Find out from customers what we're doing now in the organisation that's working to deliver a great customer experience for them, recognise this with the relevant employees and codify this into best practice and share widely

On reflection, I'd recommend that executives choose just one of the above as a resolution for the New Year and to REALLY get behind it, by first of all making it public and setting aside a specific time each week (say Tuesdays first thing) to review progress against it. If I had to choose just one that had the greatest potential leverage, then I guess I'd suggest No 4 I've seen has the greatest leverage short/mid term, and that No 5 is the hardest to do but has the greatest potential to change the organisation.

In a few months time I will report back on progress.

Happy New Year...and good luck..!

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