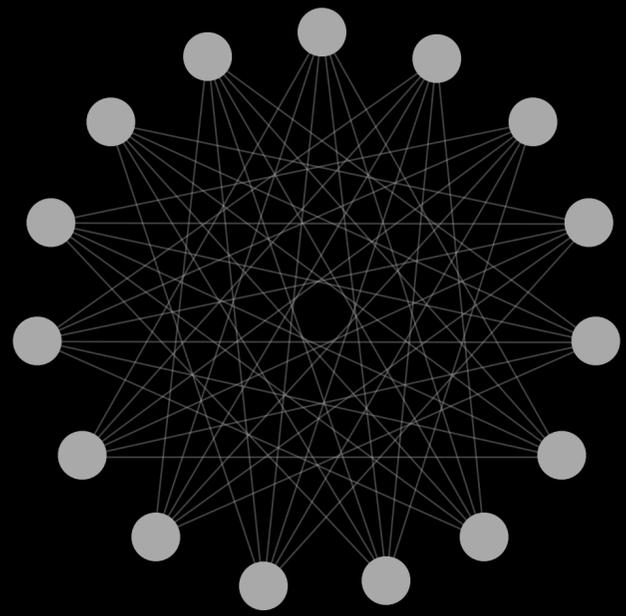# 15 Dimensions of Customer Experience Management

1 LEADERSHIP

Both the functional hierarchy and the figurative representation of those who are responsible for making and reinforcing key customer experience management decisions. Leaders set the course of the CX initiative, determine how resources will be allocated and unify stakeholders through a transformative process. Importantly, leadership creates a meaningful sense of purposeful urgency in a way that people can follow.

2 CX PURPOSE

The believable, meaningful and emotional reason why an organization's broader base becomes willing to do the work to become more experience-led. The CX purpose is often a rallying cry strong enough to build and sustain a coalition. It is also the organization's unified point of view on the "why" behind a customer experience initiative. A sound CX purpose creates the unifying drive for all employees and justifies the work that goes into the organization's journey to become an experience-led business. It has to be free of bullshit.

3 CX VISION

The single, forward-looking direction the organization is going to take toward deeper and more meaningful customer centricity. The CX vision is articulated from the top and gives credence to the mission of CX in a way that eliminates confusion and equips all stakeholders with clarity of role, participation and direction. The vision, couples with the purpose to provide directional confidence for the entire organization.

4 CX STRATEGY

The answer to the question, "How exactly are we all moving forward with CX?" It defines how to achieve success across the organization's entire CX portfolio. It sets the direction, timing, roadmap, accountability and desired outcomes so everyone knows what to do, how to do it, when it needs to be done, and how they will know milestones have been achieved. Successful CX strategies are simple, clear, broadly distributed, and universally understood by all regardless of their position.

5 CX PROGRAM DESIGN

The process and result of framing the CX strategy into a pragmatic organizational reality so that it can be managed. It defines how the organization will be organized to tackle the tasks, projects, and initiatives necessary to become an experience-led business. It details teams, tasks, accountability, priorities, timelines, metrics, governance and other aspects that will allow the organization to manage meaningful growth throughout the entire CX program.

6 EXPERIENCE-LED CULTURE

The real and authentic mindset of your tribe. Cultures are the physical, intellectual and collective emotional environment in which collaborative work will be planned and performed in pursuit of becoming an experience-led organization. It is the subconscious and constantly changing embodiment of accepted and unaccepted norms and attitudes as they are played out in real time. Culture cannot be easily 'changed' but they can be directed and enhanced. Thriving cultures are those which work tirelessly on addressing team friction.

7 EMPLOYEE ENGAGEMENT

Engaged employees are inspired to fully connect themselves and their contribution to an organizational vision, mission, strategy, and leaders who create an environment that supports them. Engaged people are passionate about their work. They are committed to developing their contribution and understanding customer-centricity as the driving purpose behind their work. It's not just about being happy at work, it is about making a deeper connection to the greater good.

8 CX GOVERNANCE

The way organizations set standards, rules, policies, processes and procedures to manage the organization's CX portfolio. Governance is the structure that keeps organizations from backsliding into previous states of status quo. It is not about policing and punishing as much as it is about observing, driving accountability and providing meaningful support where it's needed most in a systematic way that can eliminate doubt in the minds of all participants.

9 CX DATA, FEEDBACK & INSIGHT

The raw and refined information, discoveries and that help the organization drive smarter decisions from gathered research. Data and feedback are the raw 'materials' from customers, employees, partners and leaders. Insights are the outputs that turn data and feedback into actionable ideas that drive improvement. Think of CX data, feedback and insights as a linear value chain where information is systematically processed to support those who need to make calculated decisions.

10 CX OPERATIONS

The muscles of a managed CX program. How any 'federation' of business units collectively and systematically activates and realizes the benefits of CX through the application of people, processes, and technology. It enables a successful system to market, sell, provide and support the products, services and broader value the organization creates and delivers. CX-centric operations are set up to continually deepen customer intimacy in harmony with the 'machinery' keeping the lights on and the doors open.

11 PERFORMANCE MANAGEMENT

The way the organization sets and achieves goals by charting progress against established metrics over time. In CX, common performance measurements include; revenue, loyalty, NPS, cost of acquisition, marketing, cost of sales, customer lifetime value, customer satisfaction, customer effort, and employee engagement.

12 INTERNAL & EXTERNAL COMMUNICATIONS

The way the organization shares messages internally and externally. Internally, it is associated with keeping everyone in the loop with respect to CX as a lever of systematic improvement. Externally, it may include how CX is changing the way the organization articulates its brand, value proposition, new innovations or service delivery quality. In CX, it is about telling customers how they matter and what the organization is doing about it.

13 BRAND INTEGRATION

Brands are vast, broad and extremely abstract. In CX, brands flourish when they are tightly aligned with sales and marketing in the form of strategic content. Inwardly, an organization's brand is the perception of those who interact with the business (this is out of the org's control). Outwardly, it is the perception the organization is trying to uphold (the org has far more control over this). Branded CX is a way to unify it.

14 PRODUCT/SERVICE INNOVATION

The series of new or significantly improved activities the organization invests in to increase competitiveness, add value or enter into new markets. In CX, innovation often refers to significant advancements in product/service delivery, quality or service redesign to deliver value in new and enhanced ways customers value. Innovation opportunities present themselves when organizations meticulously map customer's journeys and interactions.

15 CX TECHNOLOGY AND PLATFORMS

More than just VOC. This includes all bespoke and externally sourced commercial hardware, software and services. These tools collect, distill, analyze and manage employee and customer research, data, and feedback and offer actions to improve the employee's and/or customer's experience. By far, the greatest challenge is integration with adjacent business tools (i.e: CRM, ECMS, Customer Data Portals, IVRs, etc.)