

Customer-Focused Marketing

An ebook celebrating customer experience excellence
by the role of Marketing



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Think Like Your Customer: Aligning Selling to Buying Process

By Gary Katz, Chief Strategy Officer at Marketing Operations Partners

I recently read Bill Stinnett's excellent book, "Think Like Your Customer", which should be required reading for anyone in Sales and Marketing, especially if you market high-value products and services.

A glaring Marketing Operations (MO) disconnect for many companies is our tendency to over-focus on What and How we want to sell, when we really need to develop a deeper understanding of What, Why and How our customers buy. Those of us in MO need to assert leadership in aligning our company's sales process with our customers' buying process.

The healing starts at home. Our collective lack of effectiveness in supporting one of our primary customers, Sales, surely speaks to the growing emphasis today on Sales and Marketing alignment.

Yes, Sales and Marketing have equal roles in this often dysfunctional relationship. Yet it is incumbent on us as marketers to take responsibility for cleaning up our side of the house if we want a shot at a healthy, mutual partnership with Sales. If you've been in a long-term business relationship or a marriage, you know what I mean. Our unilateral thinking and actions impact the overall health of the system, for better or for worse.

So how does all of this relate to Stinnett's book? I've gleaned a couple of key insights below that are especially meaningful to me. I also discuss some possible implications of these insights, which I recommend my fellow marketers and MO practitioners seriously ponder:

1. We need to remember our customers are buying a desired outcome, not a solution. Our organizational focus should be on understanding the gap between our customers'/prospects' current state and their desired future state – the motive, the urgency, the payback, the consequences of inaction, the means to act, the perceived risks in acting.

Implications for marketers: We can best support Sales by providing the process and means to better understand this gap. We also need to deliver collateral and marketing programs that attract prospects interested in bridging the gap. We need to continually ask ourselves some key questions to ensure that our selling process is not just aligned with the customer, but with our business goals. How well can we fill the gap for the customer and still meet our profit objectives? How can we support Sales to ensure that new sales reps are properly trained to act in accord with this customer-centric approach?

2. We need to understand our customers' buying process and imperative to buy. Where are they in the buying process? What do they need to do next? Who else is part of the decision process? How can we enable our customer champions to take the next step in the buying process? We need to understand the motive behind the potential selling opportunity motive to support sales reps. Is the reason to buy a planned replacement, an unplanned replacement, a

new purchase to keep up with the competition or a new purchase to get ahead? Is the initiative supported from the top-down or is it bottom-up? How does this initiative rank in terms of priority compared to other initiatives the customer might choose to fund? If we don't understand these fundamental buying factors, we won't be able to support Sales with strategic intent. We'll just be providing air cover, absent a battle.

Implications for marketers: The programs we establish, the campaigns we develop, the tools we create need to be geared toward helping Sales help our customers to buy. Does Sales believe our marketing programs, campaigns and sales tools contribute to gaining greater access to qualified prospects? Reaching "hidden" decision makers? Equipping customer champions to sell on our behalf? Is there significant tension for the customer to buy?

Our credibility with Sales is at stake. Our sales reps need to trust that the leads we provide are legitimate qualified opportunities. They'll have much greater respect for us and the quality of our leads if we take the responsibility to nurture prospects until they are truly ready to buy.

This means, when the customer has demonstrated that they know what they are buying, why they are buying and how they are going to buy it. The last thing we want to do is waste our sales resources on a sourcing decision ("Who will I buy from?") when we (and/or our prospect) don't have a strong handle on the why, what and how.

It really comes down to aligning our internal sales and marketing process (with our internal customer, Sales) with our customer buying process. This is a fruitful area for Marketing Operations to focus. Our contributions can make a real difference in our organization's ability to:

- Attract and win the right prospects and customers
- Nimbly and appropriately respond to sales opportunities, based on a sound understanding of where prospects are in their buying cycles
- Optimize our sales resources to focus on high-touch, ready-to-buy opportunities
- Empower our customer champions to be highly effective advocates of our value proposition
- Mobilize our marketing resources – programs, campaigns, collateral – where they will have the greatest impact

Moving from Marketing Manipulation Madness to Marketing Operations 2.0

By Gary Katz, Chief Strategy Officer at Marketing Operations Partners

From creativity and enabling technology, we've come up with all sorts of tricks and tools to perpetuate a marketing manipulation madness (MMM) that no longer works. In our quest for attention and immediate gratification, there's a trail of junk littering the Information Superhighway:

- Pop-up ads hoping to get us to hand over our money.
- Ill-timed or irrelevant offers in our e-mail or on websites that distract us from quickly finding what we need.
- Complicated user interfaces and commerce platforms that serve the vendor need to sell but not the buyer need to buy what we need.

This constant commotion is fatiguing to most of us and makes it exceedingly hard to separate a compelling but empty promise ("I made \$1000 yesterday from XXX affiliate marketing") from a sustainable (but hard-to-communicate with sound-bytes) value proposition.

Bottom line is that we've created a manipulation marketing model where the near-term needs of a company — particularly executive management's ability to pacify shareholders — trumps whoever is on the receiving end of our me-me madness. Social media tools and channels that were intended to change the engagement model — to give customers what they want where, when and how they want it — are being misused as promotional levers.

Over the past few years, those of us in Marketing Operations (MO) have tried to help our companies break this madness cycle — to be more disciplined, more accountable, more customer centric, to truly live, not just talk, the brand. Sadly, MO is still being treated by most companies as a dumping ground for orphaned projects, as a tactical enabler, as a service organization cranking out volumes of campaigns and content to satisfy quantity-based measurement objectives that no longer apply.

Our ability to truly root out and replace the old MMM model, and all its manifestations, will only come when Marketing Operations is embraced as a strategic enabler at the C-level. That's when MO 2.0 will become more than a partially-realized vision – it will change the MO of Marketing by providing a holistic, integrating force for cross-functional (-organizational, -industry) alignment for badly-needed change in enterprise, industry and the marketing profession.

If you're a Marketing Operations leader – whether enterprise, solution provider or services company or individual — speak up and join us in this cause. And stay tuned. Both Marketing Operations Partners and the industry group we founded, the Marketing Operations Future Forum, will be leading-industry-changing initiatives in the months ahead to burst the bubble of marketing manipulation madness. We welcome anyone with a similar vision and passion to get involved.

Marketing & Sales Alignment:

The Breakthrough Secret is Alignment to Customers

by Lynn Hunsaker, CEO and President of Marketing Operations Partners, featuring a keynote presentation by Christine Crandell, CEO and President of New Business Strategies

Lack of marketing and sales alignment has been a weak spot for decades at almost every company. What's the silver bullet? Customers. They're the shared interest and driving force (other than money) for both marketing and sales. And when you stop to think about it, customers are the source of money . . . and as the old saying goes: follow the money.

So it's actually company-customer misalignment that's at the heart of the matter. We've traditionally taken the wrong perspective altogether about both alignment quandaries. "Customers do NOT want a relationship with a brand," said Christine Crandell in her keynote presentation at the recent Marketing Operations & Technology Summit.

"Customers are religious about the *experience* they need: how can you help me get my *outcome*?! Neither marketing or sales is inclined to talk about the outcome sought by customers, which is necessary in shifting their orientation to customers." Crandell is widely known as a marketing and sales alignment authority. Her presentation opened everyone's eyes to some breakthrough discoveries at the Summit. Here are my notes:

Marketing-Sales Misalignment Consequences

- Distrust due to friction between departments is transparent to customers.
- Tail-chasing is a zero-sum game; nobody wins.
- Culture of distrust "gets into the paint", perpetuates itself, and drives attrition: communication suffers and silos prevail.

We tend to focus on products to shut out the noise of these consequences, rather than deal with trust and harmony that are essential to alignment. Aligned companies see customer-focus as the rallying point to get to the outcomes needed both by buyers and sellers.

Drivers of Company-Customer Misalignment

- What you say to the marketplace versus what your reputation is — you can get an objective view of your reputation through sentiment analysis and social graphs.
- When passing leads/opportunities to sales, seeds of doubt are sown because marketing's voice is different from sales' voice: customers need a single voice and dialogue, not multiple.
- When sales passes the customer to service, it's a punt, which breeds more doubt for the customer. By the way, the first 90 days after purchase is particularly critical in B2B software: if something is not rapidly resolved, the customer has already made the decision to churn at some time down the road or right away.
- At renewal time, mis-steps often occur through self-serving communications or remedies.

There are three maturity levels in marketing and sales alignment: (a) ambiguous, (b) collaborative, (c) aligned. In most companies, customer ownership is ambiguous, like two ships that pass in the night — nobody really knows what other parts of the company may be duplicating or doing simultaneously with any given customer. When companies do strive for marketing and sales alignment, it's typically a collaborative, rather than aligned, ownership of the customer life cycle, that still lacks consistent, smooth transitions end-to-end.

Collaborative Versus Aligned Marketing & Sales

- *Collaborative marketing/sales*: CMO owns the customer, and customer journey maps and personas are created.
- *Aligned marketing/sales*: shared metrics, goals, rewards, budget.
 - Organized completely differently: organizations are combined and sit together, with interspersed seating.
 - Primary skills include data scientists, behaviorists, strategists, and cross-functional collaboration savvy.
 - Marketing has clear roles in the sales cycle weekly: demos, presentations, and they're out on sales calls.
 - No "us versus them", but "we".
 - Firm rule: no conversations outside the marketing team about click-through rates and other marketing talk. The only things marketing talks about outside itself are booked revenue, pipeline, renewals, and customer satisfaction.
 - CEO owns the customer — not the CMO. Aligned organizations do not need a Chief Customer Officer (CCO).

Who's doing this? Christine shared inspiring examples from Tintri, a smart storage technology provider and Moxie, a real-time customer engagement software provider.

How to Align Marketing & Sales

First, you need a champion, and the CFO may be your biggest advocate. The CFO typically has the ear of the CEO, and can grease the skids for you. Second, thoroughly understand buyers. Customer journey mapping can help you see your business through buyers' eyes, and these insights act as a "decoder ring", guiding everything marketing and sales need to do. The decoder ring is an avenue for sales to see how marketing can help them.

Re-design processes to fully support touch-points. Mix marketing personnel into sales bullpen. Go on the road to get in tune with buyers. Change the compensation strategy of marketing team so that each marketing role is compensated on revenue and customer experience, with the reciprocal for sales. Be strict about whether the whole company made the number or didn't. You will absolutely see alignment after that.

The CEO must own company-customer alignment, set tone for values, drive customer experience insights into the strategic plan, and be transparent to customers.

Sales and marketing alignment is part and parcel of becoming a customer-aligned company, and vice-versa.

My take on company-customer alignment:

For customers, it's about who makes it smooth-sailing to achieve the capabilities they're seeking — which goes beyond your product or service per se. The capabilities customers are seeking should be the guiding light for everyone in your company. They shape expectation sets, which are a more sound segmentation criteria for personas and customization of the marketing mix, sales and service approaches, and operations and innovation than any other criteria.

When marketing takes the lead in guiding the rest of the company's alignment with customers, the enterprise can rapidly adapt to emerging market opportunities. And this can make marketing a highly respected value center.

Marketing Wins Strategic Clout by Driving Customer Experience Management

by Lynn Hunsaker, CEO and President of Marketing Operations Partners, featuring a talk show interview with David Cliché, VP of Global Interactive Marketing at Aon

Traditionally, Marketing takes the organization's message to the customer base, but now equally important is Marketing's potential to take the customer base's message back to the organization.

Marketing sets up the value proposition that the brand represents, but ultimately customers define what brand truly means to them. *The way we actually deliver the value proposition is more relevant than what we tell customers.*

This theme emerged in my recent online interview with David Cliche, Vice President of Global Interactive Marketing at Aon, a leading provider of risk management and workforce productivity solutions. Dave's role includes leadership of interactive marketing, customer experience management strategies, sales operations, corporate communications, marketing research and analysis, and knowledge management.

"Delivery on brand expectations is most important and customers will tell us how well we do that. There's so much to learn from the Sales and Customer Service interactions with customers", explained Dave. "Take all those lessons learned for improvement, and drive them into creation of Marketing programs and value propositions. Then take the customer experience full-circle back into the organization as part of the strategic discussion for the whole organization to accurately understand customer needs, and to impact strategy and structure, to better manage delivery of the value proposition."

Two-Way Messaging

Dave suggested that Marketing should own the message flow both ways. Take the customer's message to parts of the organization that may otherwise not hear it. Customers are generally treating company messaging like noise. They think:

- At end of day, did you actually do what you said you would do?
- If I told you something did you listen?
- And most importantly, did you let me know that you did something differently because of my inputs?

There is a world of opportunity to create new relationships with customers that are potentially much more valuable. Where most organizations seem to experience the greatest challenge is making sure appropriate field data and customer feedback are understood and used across the company. Marketing can enhance the organization's ability to incorporate customer feedback into new product offerings, organizational structure, revenue models, strategic resourcing of talent, operations, and more. We are probably squandering numerous lost opportunities to do what customers tell us they want. How can we ignore this guidance from the customer?

Accountability

Customer-centricity is not just a buzz word, it's a structural challenge to assign accountability into an executive policy committee, smooth hand-offs between functional areas, and commit to using customer feedback data. Marketing should own and facilitate customer experience management by leveraging all of the functional pieces to deliver the value proposition to stakeholders efficiently and cleanly. Marketing can help everyone understand how what they're doing plays a role in how the customer receives the brand. Give equal importance to satisfaction and advocacy metrics as to financial metrics. Compare revenue, share, profit, forecast, satisfaction, and retention data to gain a fuller picture of reality and to perk up the whole organization to maximizing the potential value available.

Elevate Marketing's Role

Historically, various functions have managed CRM and related initiatives, but Marketing is the natural fit for managing customer experience, as an essential strategy to brand management and business growth. Marketing executives can elevate their role in the company by owning customer experience management.

From Campaign Treadmill to Superior Customer Experience

by Lynn Hunsaker, CEO and President of Marketing Operations Partners

Ability to grow a business is what distinguishes truly great marketers, according to an article by consulting firm Booz Allen Hamilton: “In an era of unlimited opportunities but constrained resources, the only marketing metric that matters is growth. Driving growth means stretching the traditional boundaries of the marketing function to encompass activities many companies don’t even think of as marketing — yet.”

If growth is the only marketing metric that matters, how can growth best be measured and impacted? Growth is commonly measured as revenue, profit, or market share. Some firms also measure growth as brand equity and customer lifetime value (CLV). As authors such as Peppers & Rogers point out, CLV can be viewed as a composite measure of revenue, profit, market share and brand equity.

CLV may be the ultimate marketing metric indicating growth.

It’s well-known that a firm’s existing customers are generally five times less expensive compared to new prospects for generating sales. Retention efforts can entice your customer base to adopt up-sell habits, cross-sell behaviors, and positive word-of-mouth (WOM) inclinations. Research shows that a 1% improvement in customer retention can increase CLV by 3–7%.

While typical customer advocacy programs are designed for immediate gains, constant effort is generally necessary to maintain momentum. The methodology of Customer Experience Management (CEM) can relieve marketers of the constant campaign treadmill by addressing the heart of the customer experience per se. In addition to sustainable revenue and share growth, CEM reduces waste within the company and in turn, prevents customer hassles, naturally improving profit and sustaining customer retention.

Wisely, CEM is a growing practice among leading companies. As author Leigh Duncan outlines, CEM is the “process used to comprehensively manage a customer’s cross-channel exposure, interaction and transaction with a company, product, brand or service.” An “outside-in” operational excellence focus is one of the key components of CEM, with a “comprehensive evaluation and improvement of people, process, policies, technology, and systems that facilitate, track, and measure customer interaction and transaction.”

Marketers have an awesome opportunity to assert their authority and value as a conduit for the customer’s voice into all areas of the company. They can really help all the functional areas realize how they impact customers and the company’s growth. This expands the definition of marketing well beyond lead generation and product management. It brings an outside-in perspective to many organizations that are otherwise sheltered from their connection to delivering the brand promise.

CEM may stretch the boundaries of what many companies have traditionally viewed as marketing's job. "Squeezing the lemons", or driving company-wide action on the less attractive feedback from customers, represents a chance to own CEM and improve CLV at the top-line and the bottom-line. CEM may be the ticket for marketing to play a more integral and strategic role in the company. And be acknowledged as a truly great marketer — playing an instrumental role in the business' growth.

Don't Confuse CX Technology with Customer Experience Management

By Lynn Hunsaker, CEO and President of Marketing Operations Partners

You're a customer, so you're a perfect judge of logic when it comes to the ways companies are trying to get ahead with customers. First of all, let's face it: when you buy something you want it to be easy to get, function flawlessly, and allow you to move forward in your life or business. That encapsulates what customer experience management is all about: companies that can make it easier and nicer to get what you need in life/business are the companies you'll say good things about and come back to. If you agree that this is your outlook on being a customer, then we've got a good foundation for properly defining the role of technology in customer experience management (CEM).

Customer Relationship Management: As a customer you hope you don't have to repeat your story every time you interact with a company. Just like in personal relationships, you expect to be valuable enough to the other party that they remember what you did together before, so that they might anticipate what would be appropriate going forward.

CEM Lesson: CRM as a technology is a tool to nurture relationships that anticipate what a customer would appreciate, in the right way, at the right time. (Not a self-serving tool to push unwanted stuff with contrived urgency, essentially eroding rather than nurturing the customer relationship.) Use **Marketing Automation** and **Sales Intelligence** tools to prompt proactive outreach to customers in ways they'll view as valuable to them at the right time in the right way.

Use a **Customer Data Warehouse** to integrate all the sources of information about a customer and to create a real-time single view of the customer that's accessible to back-office as well as front-line professionals who play a role in managing the customer relationship. Use all these tools to involve other functional areas across the company in gaining an accurate picture of customers' needs, so that they can make sure their processes, policies, and handoffs help strengthen customer relationships.

Customer Loyalty: As a customer you often like to keep things simple by making purchases with a familiar company, once you decide you like what they've got and how they do things. You like to feel like you're appreciated by the company, and you enjoy getting a good deal as often as you can. You also like variety if another company's product or service seems appropriate at any given moment for your life/business. While you see the value of consistency, you resent situations where you're not free to decide for yourself which brand you can use.

CEM Lesson: Anything that forces customers to stick with you or lose it all — non-industry-standard technologies, expensive add-ons or consumables, exclusivity service plans/policies — may look like a good thing for your growing revenue, but this approach ultimately erodes your brand value (even if the whole industry is doing it) rather than maximizing customer equity.

Customer/Enterprise Feedback Management: As a customer you like to speak your mind about what's really helping you, and you often hope others won't suffer like you did when something has gone wrong. You prefer to express these sentiments right away in the context of what you were trying to do in your life/business, since that reflects what's important to you. You expect your feedback to make a difference.

CEM Lesson: Surveys that deviate from the customer's context or timing are a bit of a hassle and can be seen as irrelevant. In the interest of satisfying customers, don't dissatisfy them with a self-serving process that comes across as the customer doing you a favor.

Use **Data Mining** to digest all the qualitative feedback customers give you and put it to good use. And make sure you fully honor your customers' investment of time by making a difference in the way you do business, in exact alignment with what customers said. Involve everyone across the company — as well as alliance partners and suppliers — in making a difference because of customer feedback.

Automated Customer Interactions: As a customer you want to move forward with your life/business as quickly as possible, so the ability to access information anywhere, anytime is a big plus. You want self-service opportunities to be really straightforward, and if you happen to be navigating an issue that's too unique for self-service, you hope you don't have to repeat everything once you talk to a live person.

CEM Lesson: First contact resolution (FCR; "one-and-done") applies to any type of contact, in customers' minds. Extensive testing with different types of customers may help meet FCR goals. Bridging the customer's self-service and customer-service trails, as well as acknowledging the hard work a customer has done through self-service prior to calling the company, are often a big part of healing a strained customer experience.

Knowledge Management: As a customer you expect front-line professionals to know everything about everything, and fast. You roll your eyes when someone tells you things like: "A different department handles that." But even more importantly, you get fed-up when the same type of issue recurs with a company, and when things happen that seem like they never should have happened at all.

CEM Lesson: Up-to-date, comprehensive information that's quickly accessible by front-line professionals, as well as self-service touch-points, is essential. But don't forget knowledge management across the entire company: make sure back-office functional areas throughout the company learn from customer service.

Make sure "lessons-learned" are shared not only from customer service to the issue originators, but also cross-functionally well ahead of any field issues arising, in the spirit of prevention. Knowledge management in its broader context means your company is "a learning organization", repeating successes and preventing mistakes company-wide.

Take the mystery out of the true meaning of customer experience management by thinking about your own experiences, expectations, and preferences as a customer. Let's get beyond a

technology-centered definition of customer experience management to view things the way customers do, and to manage our businesses in ways that customers will be eager to say great things and increase their share of wallet/budget with our brand.

If It's Called Customer Experience, Why is it All About the Company?

By Janice Cuban

While companies clamor to get their share of revenue from new and existing customers, the delta between what brands say they do for customers and what actually happens has never been larger. Perhaps it's because of stats like: 90% of executives say that customer experience is central to their strategies, but a whopping 86% don't expect to see a significant uplift in business results from it. See the math problem here? Too much company-centered thinking and not enough customer-centric business management.

To get more insight on this disconnect, I sat down with Lynn Hunsaker, a customer experience expert who helps companies love and be loved by their customers, through her firm, ClearAction. She should know a thing or two about this topic — she's directed customer experience programs for 25 years with leadership roles at Fortune 500 companies.

Q: What are the biggest customer experience issues are these days?

A: The first problem is transparency — customers see behind the company's motives — if there's a gap between what they're saying and what they're doing, it's harmful to the relationship.

The other big issue is that companies need to get it right the first time — as in don't roll-out a product prematurely and don't have surprises in your processes and policies. Brands with the best customer experience or service like Zappos, REI, Trader Joes, Nordstrom, Ritz Carlton, Adobe, Boeing, and American Express — they pay attention to their customers first and themselves second. Whether it's B2C or B2B it makes no difference, the focus is on the customer, and that's what matters.

Q: When companies don't get it right, customers are taking to social these days to gripe about it and get action.

A: Yes, but "social media" tends to be rigidly defined as Facebook, LinkedIn, Twitter, and other popular platforms. It should also include online communities of other types, including online rating systems like Yelp, TripAdvisor, just to name just a few. In fact, the ratings mentality now permeates the psyche of every generation, from Millennials to Baby Boomers, empowering them to critique brands and be forthcoming with their opinions. Ultimately, though, what tends to happen with social media complaints is that companies try to resolve these very public criticisms by responding to it at a micro level.

Q: What does "micro level" problem solving in customer experience mean?

A: Companies resolve issues one customer at a time, one service rep at a time, or within a single department at a time — a quick fix and then move on to other priorities. If you really want to make a difference for all customers and for your company's revenue and profit growth, prevent issues from happening again altogether. That usually requires departments to work

together to resolve the root causes of issues — that’s harder and takes longer, but it’s what’s needed to build trust that earns loyalty.

Another example of micro response to customers: when a customer complains on Twitter, it apologizes and tweets out the happy news to counteract the bad press caused on social media. Sure, it may appear that the problem is solved, but it’s really just a case by case response and a Band-Aid for a bigger problem. And when this “resolution” is over-the-top, like giving six movie complimentary passes to apologize for the theater snafu of two people, it really just masks an attempt to generate positive word-of-mouth. Again it’s about the company, not the customer.

Q: So are customer surveys just a waste of time then?

A: Brands tend to use customer surveys as a barometer or a report card, hopefully with good news for their public relations department or to increase their Net Promoter ratings, showing how many customers would “recommend” the company.

When a service rep or sales person tells a customer that a survey answer other than “highly satisfied” could ruin their bonus or performance assessment, yes, a survey is a waste of time and money for customers and the company. This situation happens because employees are penalized or rewarded too heavily on customer behavior instead of monitoring their own behavior internally.

Instead of looking at surveys as a one-by-one solution opportunity or a means to show how awesome your company is, you can get more value by looking for patterns in it, as well as in other sources of feedback, like complaints on the 800 number, social media, or customer anecdotes — it’s really a collage of information that matters. These patterns help companies elevate the response to a macro-level, and that’s ultimately the goal. When you connect the feedback dots, you make things better for all customers, not just one at a time.

Q: Can companies turn their customer experience reputation around?

A: Absolutely. An example is Suntrust Bank, who saw the financial meltdown in 2008 as an opportunity to see how they could rebuild trust with their customers. One of the executives would often ask in meetings: “Are we deciding on this because we’ve been bankers for so many years, or because customers told us?” This question became a habit for managers across the company, and changed their decision-making to be customer-focused. This is the kind of habit more brands need to adopt.

Q: Sounds like there is hope. What do you see ahead for 2015?

A: Yes and no. Brands will be pushing harder on the customer experience manager to show business results. They’ll try to do this through more surveys, customer journey maps, social media, content marketing, customer engagement events and campaigns, and loyalty programs. Some companies, though, will disband their investment in customer experience altogether, getting rid of entire departments. For a lot of companies, it’s going to be business as usual mantra, with the mismatch between what the company says and what customers experience is.

Thankfully, there is that small group of companies — which is maybe a good thing since it's easier to stand out from the crowd — that are going to step back and ask themselves: is what we're doing more about us or customers? These companies will persistently seek patterns to resolve issues from happening again. They'll earn trust and down the line business results by improving ease-of-doing-business for customers. In other words: it will be about the person buying their products, not the company, and that is what customer experience management is all about.

Marketing Operations Partners helps transform marketing organizations into a **value center for** their company. Our leading marketing operations expertise helps global organizations to work smarter and more profitably, through:

- Accountability for resource stewardship
- Alignment with buyers and stakeholders
- Agility to mobilize the enterprise for revenue opportunities

<http://MOpartners.com/resources/what-is-marketing-operations>

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