Organizational alignment toward Customer Engagement

CRM Evolution
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Understanding Customer Engagement
Being relevant for customers is the goal
The Evolution of Customer Engagement

FROM “CRM” TO “PARTNERS AND CO-CREATORS”

CRM
- PERSONALIZATION
- DATA CONSOLIDATION
- SEGMENTATION
- TARGETED CAMPAIGNS

CEM
- CUSTOMER JOURNEYS
- TOUCHPOINTS AND INTERACTIONS
- EMOTIONS
- IMPORTANCE

Customer Engagement
- SUSTAINABILITY
- COMMITMENT
- TRUE LOYALTY
- RELATIONSHIP
- RELEVANCE
- PURPOSE
But however eager you are, you will find obstacles along the way.

- Key players abandoning
- Bad weather
- Egos and silos
- Resistance to change

“I want to engage”
The Starting Point: Employees and Empowerment
Employee reality when it comes to Customer Engagement

What is said...
CUSTOMER FOCUS – CUSTOMERS FIRST!

What is done...

What is lived....
Painful contradictions

The result:
77% of employees are not engaged
Resistance to Change

**OBJECTIVES**

**INTEREST**
- Emotional activities
- Create interest
- Notion of urgency

**UNDERSTANDING**
- Balancing emotional and rational
- New behaviours

**CONFIDENCE**
- Self Confidence
- Accompany
- Mentoring
- Training

**MOTIVATION**
- Reward employees
- Celebrate each improvement in CX

**ACTIONS & RESOURCES**

**RESULT**
- “I´m interested”
- “I understand it”
- “I can do this”
- “I feel recognized”
Everyone has a role – and empowerment
So who is responsible?
Egos and Silos
4 organizational models

- **CCO & CX Responsible**
  - CCO
  - Marketing
  - Sales
  - After-Sales
  - CX

- **CX Department as direct report to CEO**
  - CX
  - Marketing
  - Sales
  - After-Sales
  - CX

- **Strategic Project**
  - CEO
  - Project Sponsor
  - CX Director
  - Marketing
  - Sales
  - After-Sales

- **CX Department as part of another department, e.g. Marketing**
  - CEO
  - Marketing
  - Sales
  - After-Sales
  - CX
CX as a strategic project

Strategic Project

CEO

Project Sponsor

CX Director

Marketing
Sales
After-Sales
...

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CX as a direct report

CX Department as direct report to CEO

CE ➔ Marketing ➔ Sales ➔ After-Sales ➔ ...

CEO
CX as part of other department

CX Department as part of another department, e.g. Marketing

- Marketing
- Sales
- After-Sales
- ...

CEO

CE
Chief Customer Officer

CCO & CX Responsible

CEO

CCO*

Marketing cx

Sales cx

After-Sales cx

⋯ cx

* CCO = Chief Customer Officer
Creation of a Governance Model

What are the pre-requisites for such a model?

• An aligned Engagement Mission that is fully supported by the top Management Team
• Decide on the model that fits your organisation best.

What are typical CX Governance models?

- Centrally steered ambassadors in a network of teams, and functions.
- An ambassador in Governance Teams per Customer Journey
- Individual initiatives with high level of coordination but without formal Reporting lines
Feeling Engaged
How do we measure Engagement?
Emotional Connection Brand - Customer

III CX Study in Automotive in Spain, 2017, Buljan & Partners, Motorpress Iberia
Emotional Connection Employee - Customer

III CX Study in Automotive in Spain, 2017, Buljan & Partners, Motorpress Iberia
Renewal and Recommendation Intention of the Customers

Source: Maritz Research (2014)
If your mindset is to sell, you won’t be able to engage
Thank you very much for your attention!

Special thanks to my friend Ana for the purpose-made mountain drawing @ana_azpi