In this edition of "The 330", Mark Harrison, Chair of TribeCX, spoke with Joost Vossen, Director, Customer Centricity, at Elsevier about the purpose of CX, how to tackle change, and balancing short- and long-term goals. Here are Joost's key points from the interview.

"The 330" is a series of podcasts dealing specifically with customer experience (CX). If you want to drive improved performance directly from CX, you need to talk to proven CX practitioners. That's what "The 330" is about: proven senior CX practitioners discussing how to succeed and what pitfalls to avoid while improving your business performance through customer experience.

Making money with your customers

In today's business climate, making money with your customers – rather than from your customers – is what you should be working towards. But it's not easy. It involves evolving your culture and moving towards one based on marketing and analytics data. By changing from a primarily product and sales perspective to more customer-centric practices, you'll find it easier to make money with your customers.

CX RAW TIP

In a B2B business, view them as a partner by discovering and harnessing the passion in their business.

Translating experience into action

Ensure that employees work in a consistent way. Create the framework that helps the organization find that key attribute or 'north star' and have that become a rallying point. Turning the brand into an operational experience and what the company stands for helps colleagues find that passion. You need to build the right insights and share them in the right way. Work with the same metrics and clear governance, especially when it's across several silos of an organization.

CX RAW TIP

Create a consistent framework and work with enablers to spread your message.

Continued improvement over delayed perfection

It takes time to build a CX program. With every initiative, it's important to implement short-term gains. It may be difficult to capture perfect ROI data, so build agreed-upon and realistic proof points that show progress against the cost of the program.

CX RAW TIP

Identify short- and long-term goals for each stakeholder.

Start with the brand

A brand is what a brand does – although that needs to be backed up with actual experience. Take the brand and put it into three proof points. Actions speak louder than pretty images – communicate in your customer's language and anticipate their moves.

CX RAW TIP

Plan what the customer will ask, so you don't ask the customer twice for the information you already have.

Create cross-functional groups

A CX team should guide the rest of the business through the journey mapping exercises. Work with various groups in your organization to determine what the experience should be and then translate it into something they can prioritize. A culture-change program will not work without training and sharing principles in place.

By coming together, it will become easier to educate colleagues through the experience program. More importantly, this means colleagues are talking, enabling departments throughout the organization to galvanize their positions over pain points and work on them together.

CX RAW TIP

A group-created program is a powerful initiative and will have a better chance at influencing the organization's culture.

Journey mapping

Coming from cross-functional groups, organizations need to create playbooks to help along the way. There will be detractors in every organization and playbooks may be viewed as only a workflow document, but they are so much more.

When a playbook is created by cross-functional groups and shared throughout the organization, it becomes something tangible. Playbooks can mean a shift for front-line staff but will help guide the customer experience across the entire organization.

CX RAW TIP

People want to do good for your customers, but often don't see how they can contribute. A playbook works as a guide for these individuals.

A living thing

A playbook is a proven way of approaching journey mapping – which is why having one is good practice. A playbook created for a program in one business unit should be transferable to another. If it adds value, leverage the playbook between units – remember, it will become richer and more concrete if different sections of your business can utilize it.

A playbook should harness the power of the collective – empower your employees by having them contribute to your playbook.

CX RAW TIP

A customer experience playbook should be continuously evolving.

Sooner the better

The sooner your brand experience is tied to your business outcomes, the better. It's second nature to have customer KPIs associated with revenue growth, but try and cement the coalition between the two "right out of the gate".

A successful KPI can grab the attention of influencers in your organization and help subsequent CX initiatives fall into place quicker.

CX RAW TIP

Analyze customer KPIs thoroughly. Each stakeholder may be looking for different results, so make those results easier to see.

Customer-focused vs. Customer experience

There's a distinction between the two. Hitting individual or even departmental targets may not mean providing the best overall customer experience. Great NPS doesn't necessarily mean a great customer experience.

CX RAW TIP

View the totality of what the customer is experiencing.

In closing: Remember, people are people. It's extremely important to be aware of the human element of change management. Your colleagues may feel powerless when faced with big changes. Playbooks and execution support by the CX team will help employees build the confidence they need to succeed during times of change.

Mark Harrison, Chair

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I've been an active CX professional for over 20 years. As CX lead for Shell's global customer experience initiatives, I was responsible for ensuring that the customer experience strategy and operations were best in market.

TribeCX, for CX people by CX people

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