

CUSTOMER-CENTRIC RECIPES

Leadership actions to advance your customer-driven transformation.

Every leader I've ever worked with has asked for explicit actions that they can take to show their commitment. I've started calling them "recipe cards" because to be successful, they need to be short, simple, and easy to own. To support you when *you* get that same question, I have listed a summary of key behaviors for your leaders for each of the 5 competencies. Taking these actions will prove commitment. Don't take these on all at once. Stair-step them. Get agreement with your leadership team. But then don't stop once you start. As always, reach out if you need a hand.



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Competency 1: Honor and Manage Customers as Assets

Know the growth and loss of customers and care about the “why?”

With this Competency, the purpose is to shift to a simple understanding and measurement of success when a company achieves customer-driven growth. Customer Asset Metrics track **what customers actually did** versus translating (and debating) what they **say they might do** via survey results.

Leaders must start taking it personally that customers are departing from their business. They need to care about the ‘math’ between customers in and customers out - because that delta drives growth. They need to make the connection between customer experience improvement and the movement of these metrics. Customer Asset Metrics create a way for executives to know and care about the “shifting behavior within your customer base, which indicates if their bond with you is growing or shrinking.

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Customers as Assets Recipe 1:

UNITE THE LEADERSHIP TEAM

Every Leader start their meetings with employees by fearlessly sharing the growth or loss of the Customer Asset.

Customers as Assets Recipe 2:

UNITE THE LEADERSHIP TEAM

Evolve leadership messaging from ‘getting the score’
to ‘earning the right’ to customer growth.

Customers as Assets Recipe 3:

GIVE PERMISSION

Create a “Kill a Stupid Rule” movement, encouraging employees to identify rules that erode customer trust and diminish employees’ ability to deliver value.

Customers as Assets Recipe 4:

GIVE PERMISSION

Reward people who identify “stupid rules” that erode the ability to honor customers as assets. And kill those rules! Let employees know. Market hope.

Customers as Assets Recipe 5:

PROVE IT WITH ACTION

Leaders call lost customers every month – to care about “why” they left, and to humanize the life of the customer. Tell the story of customers’ lives to employees.

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Customers as Assets Recipe 6:

PROVE IT WITH ACTION

Move your overall customer experience success metric from survey scores to net performance in customer asset growth.

Competency 2: Align Around Experience

*Give leaders a framework for guiding the work of the organization.
Unite accountability as customers see you, not down your silos.*

A journey framework, even in its simplest form when used with consistency provides rigor to understand where the priorities in customers' lives are. By using the journey to look comprehensively across what the company delivers, it enables leadership to make choices. This moves the work from 'boiling the ocean,' trying to drive improvement on all the touchpoints to FOCUSING on those that matter most in the lives of customers. This establishes a framework for leaders to use in how they talk about the business, and how they drive accountability. That is, across the life versus down the silos.

Align Around Experience Recipe 1:

UNITE THE LEADERSHIP TEAM

Unite leaders by agreeing on the names of the stages of your customer journey (as your customer would name them), and the top 10-15 touchpoints customers care most about.

Align Around Experience Recipe 2:

UNITE THE LEADERSHIP TEAM

Have leaders in unison, start asking for accountability *by stage of the customer journey*, rather than by silo report-out.

Align Around Experience Recipe 3:

GIVE PERMISSION

Ask employees, *by stage of the customer journey*, what is hindering your ability to add value to customers and to each other? What is impacting customers?

Align Around Experience Recipe 4:

GIVE PERMISSION

By *stage of the customer journey*, identify skills, development tools, and support necessary to enable employee across your company to deliver value to customers.

Align Around Experience Recipe 5:

PROVE IT WITH ACTION

Establish a “code of conduct” *by stage of experience*:

What will you always do to honor customers and employees? What will you never do to dishonor, disappoint, or distrust them.

Align Around Experience Recipe 6:

PROVE IT WITH ACTION

Free employees to make decisions, guided by your “code of conduct” of what the company will always do for, and never do to customers, *by stage of the journey.*

Competency 3: Build a Customer Listening Path

*Seek input and customer understanding,
aligned to the customer journey.*

Your Customer Listening Path will unite leaders and the organization in understanding experiences impacting customer growth or loss. Through stepping employees and leaders experientially through the customer journey, focus and priorities shift – to improving customers' lives to earn the right to growth. Story telling through multiple sources of information, drives improvement of unreliable experiences and uncovers innovation opportunities. As you build out your listening path, your customer journey provides the frame for storytelling, enabling you to tell the one-company story of customer interactions with you and its impact on experiences, advocacy and growth.

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Customer Listening Path Recipe 1:

UNITE THE LEADERSHIP TEAM

Gain leadership agreement to build a one-company listening path across the enterprise; uniting methodologies and consolidating information.

Customer Listening Path Recipe 2:

UNITE THE LEADERSHIP TEAM

Use multiple sources of customer listening to pinpoint customer priorities and opportunities. Move the emphasis from the survey score, to understanding and improving customers' lives – to earn the right to growth.

Customer Listening Path Recipe 3:

GIVE PERMISSION

Transition the presentation of customer listening content from survey or silo-based dashboards, to presenting insights by stage of the customer journey.

Customer Listening Path Recipe 4:

GIVE PERMISSION

Advocate cross-company collaboration to improve customer experiences, not to just get “lift” on a survey score.

Customer Listening Path Recipe 5:

PROVE IT WITH ACTION

Establish a “Be Our Customer” immersion process.

Identify the actions customers are required to complete, then require leaders and the organization to try to complete the same tasks.

Customer Listening Path Recipe 6:

PROVE IT WITH ACTION

Stop reactive, one-off projects and fire-drills started from anecdotal or incomplete, silo-based information.

Competency 4: Proactive Experience Reliability & Innovation

*Know before customers tell you, where experiences are out of sync.
Build your “revenue erosion early warning system.”*

Competency 4 builds out your “Revenue Erosion Early Warning System.” It enables your leaders to know before customers tell you – if your operation is reliable or unreliable in performing at key customer intersection points. To drive Customer Asset Growth, Leaders need to care about and require reliable operational performance in key customer intersection points. These intersection points along your customer journey impact customers’ evaluation of value delivered. They drive decisions to stay, leave, buy more and recommend you to others. To earn the right to customer asset growth, they require consistency in how they are executed across the channels, the silos, and your business.

CX Reliability & Innovation Recipe 1:

UNITE THE LEADERSHIP TEAM

Have Leaders require accountability in experience delivery performance – with the same rigor they have for sales performance.

CX Reliability & Innovation Recipe 2:

UNITE THE LEADERSHIP TEAM

Gain leadership agreement that “Customer Experience Development” (CXD) is a necessary core competency of the company, as critical as new product development.

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CX Reliability & Innovation Recipe 3:

GIVE PERMISSION

Dedicate the time and skills to build the competency
of a cross-silo Customer Experience (CXD)
Development process.

CX Reliability & Innovation Recipe 4:

GIVE PERMISSION

Provide CXD resources for cross-functional teams to work together to improve and innovate experiences, processes and metrics that drive value and earn customer growth.

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CX Reliability & Innovation Recipe 5:

PROVE IT WITH ACTION

Allow the Customer Experience Development (CXD) process the time and resources necessary to become embedded as a competency of the company. Don't abandon it because it takes time!

CX Reliability & Innovation Recipe 6:

PROVE IT WITH ACTION

Reward cross-company teams for complaint reduction (the first early indicator that the experience was improved) and for sustainable experience improvement.

Competency 5: One-Company Leadership, Accountability, Culture.

Leadership behaviors required for embedding the competencies.

Enabling employees to deliver value.

This is your ‘prove it to me’ competency. For this work to be transformative and stick, it must be more than a customer manifesto. Commitment to customer driven growth is proven with action and choices. To emulate culture, people need examples. They need proof. Competency Five is the glue that holds the Customer Driven Growth Engine together. It puts into practice leadership behaviors required by a united leadership team to enable your company to earn the right to customer asset growth.

One-Company Leadership Recipe 1:

UNITE THE LEADERSHIP TEAM

Build a Customer Room to unite the leadership team in regularly traversing the customer journey to identify opportunities and priorities in customers' lives.

One-Company Leadership Recipe 2:

UNITE THE LEADERSHIP TEAM

Use your Customer Room as an onboarding and orientation experience for new hires.

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One-Company Leadership Recipe 3:

GIVE PERMISSION

Convene the Customer Room monthly, quarterly and annually to drive regular accountability as a leadership team, and as the forum for experience improvement accountability.

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One-Company Leadership Recipe 4:

GIVE PERMISSION

Practice intelligent capacity creation. Use the customer journey to inventory projects and establish a “stop doing” list. Give people the capacity to be part of CXD teams – don’t just layer on!

One-Company Leadership Recipe 5:

PROVE IT WITH ACTION

Revise annual planning to be guided by a one-company review of the customer experience to determine key priorities and investments.

One-Company Leadership Recipe 6:

PROVE IT WITH ACTION

Market hope. Communicate rigorously with employees on actions, decisions, priorities and the evolving customer and employee journey.

