

## THE CEO'S ROLE IN BEGINNING CX TRANSFORMATION

### CEOs need to lead the establishment of CX related mission, values and KPIs

Level 1 is the Beginning Level of CX Transformation and the CEO leads transformation by guiding the brand through a 3-step process:

1. Update the brand's mission and values to incorporate "love of the customer" as a key objective.
2. Create a KPI that measures the "degree of love" the brand shows customers and ensure it is a key indicator of brand success and employees are rewarded for improvement.
3. Link this new KPI to a financial outcome such as revenue, profit or cost reduction.

Perfectly completing these 3 tasks is NOT the goal of the Beginning Level, instead simply undertaking and completing this exercise with the leadership team will start them thinking about ways to be successful.

### SUCCESSFUL CX TRANSFORMATION IS A TOP DOWN PROCESS

25%

OF BEGINNING LEVEL BRANDS REPORT A LACK OF CLEAR AND CONSISTENT VISION AND STRATEGY AS A TOP CHALLENGE THEIR BRAND FACES

84%

OF EMPLOYEES LOOK TO THE CEO TO INCORPORATE THE CUSTOMER'S VIEWPOINT INTO THE BRAND'S DECISION-MAKING

**TEN-POW TIP #1: Manage the organization's realistic expectations about what will be achieved quickly versus what will be the long-term outcome.** It is easy to get excited when starting CX transformation. However, excitement must be tempered with realistic expectations. Only 15% of brands at this level will achieve significant improvement in sales performance. Instead, the CEO needs to pay closer attention to more qualitative measures such as heightened focus across the organization on wanting to know more about the customer.

**TEN-POW TIP #2: Make the #1 KPI the measurement of "brand love" shown by your customers.** Many brands identify Customer Satisfaction as this key indicator and this is where most brands achieve their biggest improvement at the Beginning Level. Tracking improvements to this new KPI is good enough at the Beginning Level because only a select few brands achieve significant financial lift as a result of CX Transformation efforts at this level.

**TEN-POW TIP #3: Invest in actions for early wins to build momentum instead of investing in the one big silver bullet at the Beginning Level of CX Transformation.** For CX transformation to take hold and to gain enough momentum it is important to make the right investments at the right time. At the Beginning Level care must be taken to invest in lockstep with expected ROI. Do not over-invest early instead carefully choose smaller more attainable goals. CX transformation efforts can quickly lose momentum when significant investments is not partnered with significant ROI.

Since 2001, OnR has been helping brands establish and maintain unbreakable customer relationships.

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