

THE CUSTOMER EXPERIENCE CONCOURS

DRIVING GROWTH THROUGH DIFFERENTIATED EXPERIENCE

A PRAGMATIC RESEARCH PROGRAM FOR SENIOR EXECUTIVES COMMITTED TO ACHIEVING BUSINESS GROWTH BY DELIVERING COMPELLING AND DIFFERENTIATED CUSTOMER EXPERIENCES



AN INNOVATIVE COLLABORATION FEATURING:

LOU CARBONE, CEO OF EXPERIENCE ENGINEERING AND AUTHOR OF *CLUED IN*

DON TAPSCOTT, BEST SELLING AUTHOR OF *WIKINOMICS*, *GROWING UP DIGITAL*, AND *PARADIGM SHIFT*

THE AWARD-WINNING RESEARCH TEAM FROM BSG CONCOURS



EXPERIENCE GROWTH

In a world where customers are informed and fickle, margins are thin, and profitable growth can be elusive, delivering a compelling customer experience can make all the difference. The everyday experience your customers have dealing with your business will determine its success. It doesn't matter if you're in financial services, retail, consumer products, business services, energy, industrial products, or commodities. The character and quality of the customer experience you provide governs your ability to acquire, retain and improve their profitability to you.

Despite widespread recognition of these facts, most organizations neither deliberately design nor effectively measure and manage their customers' experience. For customers, the experience is fragmented, inconsistent, and frustrating more often than comprehensive, customized, and compelling.

However, leading organizations are beginning to deliver a **Next Generation Experience** that enables customers to configure, customize, or co-create the experience they want to have – not just consume the one you want to give them. Preliminary research suggests organizations that make such meaningful improvements in their customers' experience can realize bottom line performance improvements of 10-25%. This comes from increased retention, additional sales, reduced customer acquisition costs, and strengthened price performance.

Organizations that strive to realize these benefits face several challenges:

- **Getting beyond the “voice of the customer.”** To uncover significant opportunities to differentiate your customers' experience, you must look beyond what they say. When asked direct questions about their interests and preferences, people tend to give rationalized answers they believe the

questioner wants to hear. The challenge is getting in touch with what customers really care about, and then enacting improvements that will positively influence their experience and behavior.

- **Making economic improvements to the experience.** It is extremely easy to make unfocused investments in products, services, processes, and technology in an attempt to improve the customer experience. The challenge is to anticipate and measure the economic impact of customer experience initiatives, and focus on the economically sound ones.
- **Shifting organizational behavior.** The customer experience delivered by an organization and its employees is often driven by deeply entrenched beliefs, values, processes, capabilities, and unwritten rules. Most customer experience initiatives significantly underestimate these factors and produce marginal benefits. The challenge is to identify the practical and specific interventions that shift organizational behavior to deliver a better customer experience.
- **Coordinating and executing for results.** Most large corporations have several complex functions involved in delivering the customer experience. And they have a complex array of customer constituencies to serve. The challenge is to structure, coordinate, and manage a portfolio of customer experience initiatives, and to establish a mindset and discipline for ongoing improvement.

Delivering a differentiated customer experience is the lynchpin for driving the growth of your business. We invite you to explore this critical challenge with us.

THE PROGRAM

The Customer Experience Concours is an ongoing research and development program dedicated to enabling major corporations to improve business performance by delivering a differentiated customer experience. The program brings together a select group of progressive corporations to work with Lou Carbone, an expert in experience management; Don Tapscott, an authority on strategic business trends; and BSG Concours, a leader in breakthrough business research.

Program components each year includes:

- Two major **Research Projects** focused on developing actionable insight, approaches, and tools that improve your ability to acquire customers and develop extended and mutually profitable relationships with them. Members have the opportunity to shape the direction of the research and enjoy privileged access to findings, recommendations, and new management techniques as they develop. Each project is documented in a concise **research report, executive summary, and presentation deck**.
- Two 2-day **Research Summits** held in easily accessible locations, often academic conference centers. Each summit incorporates:
 - 1 day of discussion and application of the research project being completed
 - 1/2 day of discussion of member-generated topics related to customer experience
 - 1/2 day of discussion to shape the next topic for research
- Invitation for senior executives to attend an additional **Senior Executive Summit** hosted by BSG Concours.

- Access to an exclusive **Collaboration Hub**, a mechanism for information exchange among the community of participants and a repository of leading-edge intellectual capital.
- Six **Teleconferences/Webcasts** for discussion of special topics related to customer experience.
- 2 days of **Individualized Support** which could include guidance on customer experience-related initiatives, on-site executive briefings, or targeted research on organization-specific issues.
- Given sufficient interest, **Special Interest Groups** to discuss industry-specific or technique-specific customer experience issues and share experience and best practices.
- The program's ongoing work will include development of a **Field Guide to Customer Experience** covering the most essential tools and approaches.

WHO SHOULD PARTICIPATE?

Membership in The Customer Experience Concours should be sponsored by corporate or business unit general managers; strategy, marketing, sales, or service executives; or other executives with responsibility for improving the performance of the business and how it connects with customers. Whoever the sponsoring executive may be, the program should be treated as an enterprise-wide asset, with participation and results widely shared across the organization. A small team of key managers should participate in each research project, based on topic.

RESEARCH AGENDA

Realizing the competitive benefits of a differentiated customer experience requires the right focus, the right people, the right technology, the right culture, and the active commitment of executive management to make customer experience part of how you operate and compete. The research will explore all these facets of success while developing and documenting the management techniques for succeeding on all fronts.

Member corporations help set the research agenda and define the ambitions and scope of each project. There are two major research projects each year, and each research summit marks the conclusion of one and the launch of the next.

The Customer Experience Concours program will launch in June 2008, and the first two research projects are:

Moving to Next Generation Experience. We are in the midst of a transformational shift in both customer expectations and the customer experiences that leading-edge competitors offer. An increasing number of customers have “grown up digital” and expect to be able to personalize or co-create their own experiences. In response, progressive organizations across industries are beginning to build agile platforms for collaborating with customers and enabling their customers to collaborate with each other. The balance of power is shifting from the providers of content (products and services) to the providers of context (integrative platforms that meet a more holistic set of customer needs). This research project will focus on clarifying the emerging Next Generation Experience models, the way industries are migrating to these new models, and the actions that participating organizations must take to improve their competitive positioning and relevance to customers.

Aligning Employee and Customer Experiences. The customer experience is a product of a complex web of individual and organizational behavior. The key to delivering a consistent and highly differentiated customer experience is a set of well-designed, intentional employee experiences. Yet in most cases the experience that employees have reinforces a set of values, beliefs, and unwritten rules that are inconsistent with the desired customer experience. Thus, making meaningful improvements in the customer experience requires deliberate and intentional changes to the employee experience. This includes everything from who you hire and how they are incorporated and trained to how they are communicated with, measured, managed, and rewarded. This research project will focus on refining specific tools and approaches for the design of employee experiences that effectively generate the desired customer experience.

In addition, organizations that join prior to the official launch of The Customer Experience Concours in June 2008 will have the opportunity to participate in the following joint research project with BSG Concours' Business Analytics Concours:

Leveraging Integrated Customer Analytics. Success with customer analytics requires three types of integration: combining quantitative analytics with qualitative customer insight, coordinating across all channels and customer touch points, and integrating customer-focused information and processes. Beginning in March 2008, we will explore how to improve methods for predicting customer behavior and delivering a compelling customer experience through integrated analytics.

Possible topics for future research include:

- Structuring and Executing Customer Experience Initiatives
- Optimizing the Business-to-Business Experience
- Personae-Driven Experience Design
- Reinforcing a Customer Experience Culture
- Managing Experience Economics
- Adaptive Experience Platforms
- The Chief Experience Officer
- Experience Management Models

ABOUT THE PRINCIPALS

Lou Carbone is a pioneer in the development of experience management theory and practice across a broad range of industries including travel, healthcare, retail, technology, financial services, manufacturing, and education. He is the founder and Chief Experience Officer / CEO of Experience Engineering, a Minneapolis-based experience management firm. He is the author of *Clued In* (Prentice Hall, 9th printing) and numerous articles. His focus is on the design and management of the “experience clues” that consciously and subconsciously shape customers’ emotions, attitudes, and behaviors.

Don Tapscott is one of the world’s leading authorities on business strategy. Don is the author of 11 widely read books

about information technology in business and society, including *Paradigm Shift*, *Growing Up Digital* and *The Naked Corporation*. His new book, co-authored with Anthony Williams, is *Wikinomics: How Mass Collaboration Changes Everything*. Tapscott is also adjunct professor of management at the University of Toronto’s Joseph L. Rotman School of Management. His clients include top executives of many of the world’s largest corporations as well as government leaders from many countries. He holds a master’s degree in Research Methodology and two Doctor of Laws (Hon).

Frank Capek has spent 25 years helping leading organizations design and deliver the most differentiated and compelling experiences for their customers and employees. He has worked across virtually every major business-to-consumer and business-to-business industry. Frank has developed leading-edge approaches to designing experiences from the “mental model of the customer” rather than the “mental model of the provider.” This includes helping companies understand how their customers’ think, feel, and act; design products, services, processes, and technology that enable more effective customer experiences; and align leadership, employee experiences, and organizational behavior to deliver the desired results. Frank is the leader of BSG Concours’ Customer Driven Innovation practice and the author of the popular Customer Innovations Blog: <http://customerinnovations.wordpress.com>. Prior to joining BSG, Frank was CEO of Customer Innovations, Inc.

BSG Concours is a new breed of research, education, and advisory services firm. We work with senior executives of over 300 of the Global 1000 to master critical issues in management and to turn human and technological potential into business value. BSG Concours integrates research, education and consulting in ways that amplify value to our clients. Our work revolves around future best practices in business, technology, and human asset management. Our research discovers and develops these practices, our executive education articulates them and motivates their adoption, and our innovative senior-person advisory services enable clients to implement them quickly and realize the business results.

For More Information

The Customer Experience Concours will enable your organization to drive business growth by delivering compelling and differentiated customer experiences founded on deep appreciation of customers and the power of collaboration.

We invite your inquiries.

The annual membership fee for the Business Analytics Concours is \$125,000.

To discuss membership or for further information, please call 281-359-3464.

