



Customer Centricity: Evolution and Analytics

2020 NORTH AMERICAN STUDY ON CUSTOMER CENTRICITY



JANET LEBLANC
+ ASSOCIATES INC.

The Journey towards Customer Centricity

Since 2012, Janet LeBlanc + Associates has partnered with *Customer Strategist* and *Contact Center Pipeline* to conduct a longitudinal study of senior leaders throughout North America. Every two years, their awareness of the customer experience (CX) and to what extent they have integrated customer centricity into their organizational DNA have been measured.

The study maps progress on a Customer-Centric Index®, a composite of three measures, used to measure maturity across four phases of the customer-centric journey: Infancy, Developing, Transforming, Truly Customer Centric.

The 2020 North American Study on Customer Centricity confirms that CX programs and initiatives are maturing in both the public and private sectors. Senior leaders are recognizing that a customer-centric culture is vital to their success. The most customer-centric among them have secured a commitment from the entire organization to design the ideal customer experience and deliver it consistently across multiple channels.

Janet LeBlanc, president of Janet LeBlanc + Associates, says, “Building customer experience management as a core competency requires a strong coalition of senior leaders across the entire enterprise. It also requires a clear understanding of the key drivers of customer centricity and the changes needed to transform their culture.”

These key drivers, or “five pillars of customer centricity” are: Strategic Alignment, Senior Leadership, Customer Insights, Employee Engagement, and Measurement & Rewards.

CUSTOMER-CENTRIC INDEX®

OVERALL QUALITY

How would you rate the overall quality of your customer experience compared to others in your industry?

CUSTOMER-CENTRIC

Thinking about your organization today, how customer-centric is it overall?

COMMITMENT

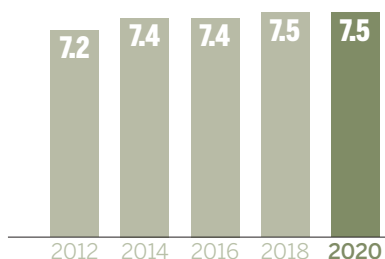
How would you rate the commitment of your organization to building mutually beneficial relationships with customers?

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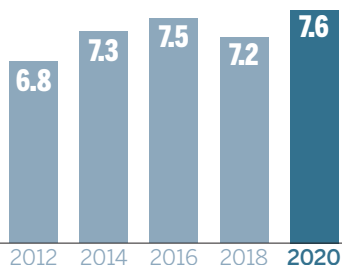
CUSTOMER-CENTRIC INDEX® MEASURES:

* Mean scores on a 10-point scale

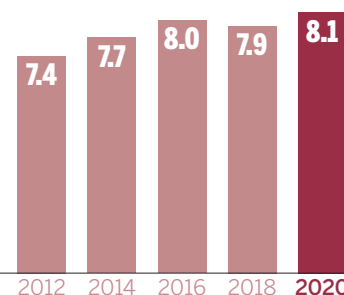
Overall quality of your customer experience compared to others in your industry:



Overall organization customer-centric:



Commitment of your organization to building mutually beneficial relationships with customers:



Source: 2020 North American Study on Customer Centricity

FOUR PHASES OF THE CUSTOMER-CENTRIC JOURNEY:



1. TRULY CUSTOMER CENTRIC:

Organizations that are truly customer centric have mastered the ability to design and implement a consistent, intentional customer experience.



2. TRANSFORMING:

Commitment and endurance is taking shape at this stage to see a long-term transformation come to fruition.



3. DEVELOPING:

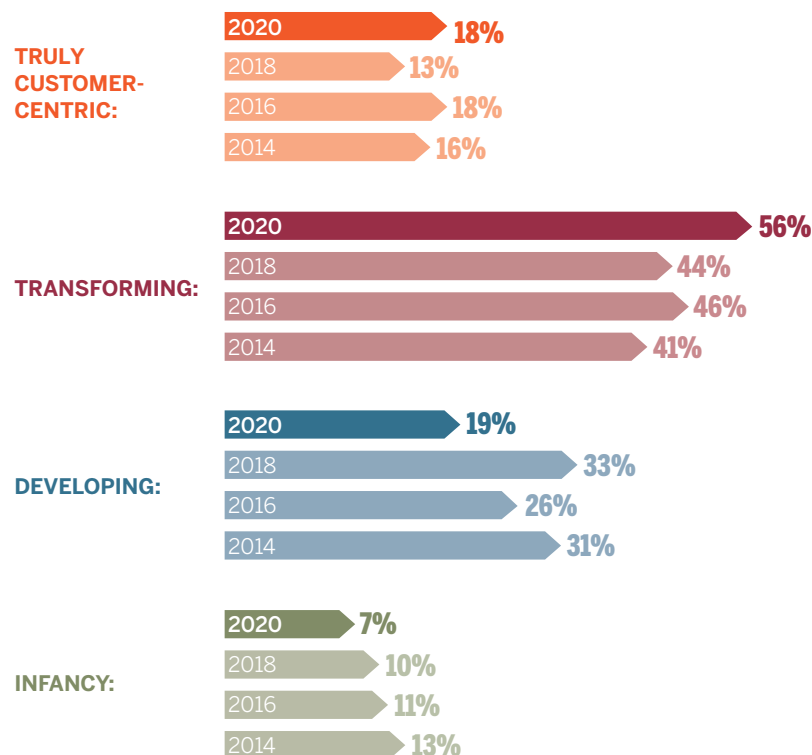
Building a coalition of sponsors and recruiting change advocates is needed at this stage.



4. INFANCY:

Strategic alignment and building leadership support is critical at this stage.

MOVEMENT ACROSS THE FOUR PHASES OF CUSTOMER CENTRICITY:



2020 NORTH AMERICAN STUDY ON CUSTOMER CENTRICITY

This report is based on an online survey titled "What is Your Customer-Centric DNA?" conducted in collaboration with *Customer Strategist* and *Contact Center Pipeline* in September 2020. A total of 124 senior leaders across North America participated in the survey. Business leaders were asked to rate their organization on three overall barometer measures to test their level of maturity on achieving customer centricity and to delve deeper into the key factors that define a customer-centric organization. This report identifies key areas where North American firms are performing well across the Five Pillars of Customer Centricity.

Customer-centric programs are transforming organizations across North America.

Since 2012, senior leaders have been reporting steady improvements across all five pillars of customer centricity. In 2020, the strongest score on a 10-point scale has been strategic alignment and the most progress made has been at the senior leadership level. The study revealed thirty-eight (38%) percent report hiring customer-focused executives and forty percent (40%) regularly communicate the importance of a customer-centric culture. However, many organizations still struggle to use CX measurements and rewards to accelerate the pace of change.

FIVE PILLARS OF CUSTOMER CENTRICITY:



STRATEGIC ALIGNMENT



SENIOR LEADERSHIP



CUSTOMER INSIGHTS



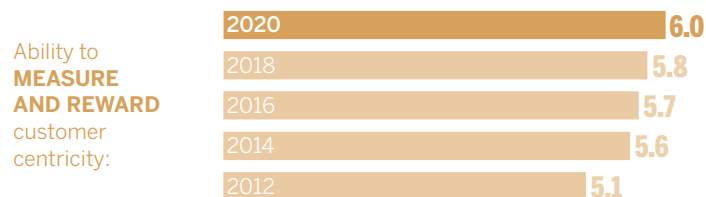
EMPLOYEE ENGAGEMENT



MEASUREMENT & REWARDS

CUSTOMER CENTRICITY PILLARS IMPROVE

* Mean scores on a 10-point scale



Senior leaders rise to the challenge

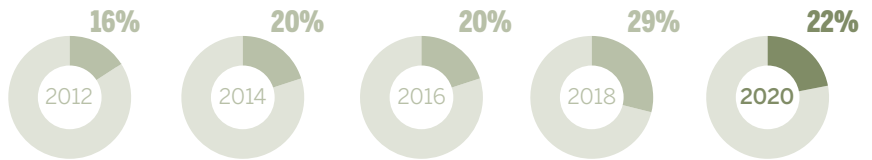
Senior leaders have stepped up their game, recognizing their role in leading customer centricity. Increases are reported by those who include CX as a recurring leadership agenda item and communicate the importance of CX to business success. Organizations are still behind the curve in their ability to measure the impact of CX initiatives on business performance. Yet, organizations increasingly report training employees on how their role impacts the customer and have enhanced reward and recognition initiatives to recognize customer experience improvements.



STRATEGIC ALIGNMENT

Measuring the impact of CX initiatives on business performance

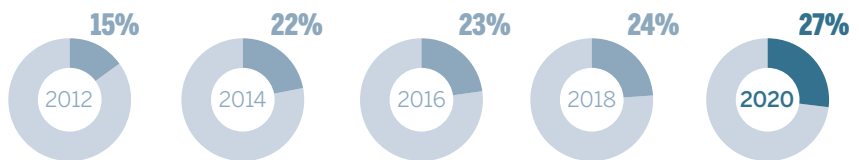
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SENIOR LEADERSHIP

Senior management takes the lead on customer centricity

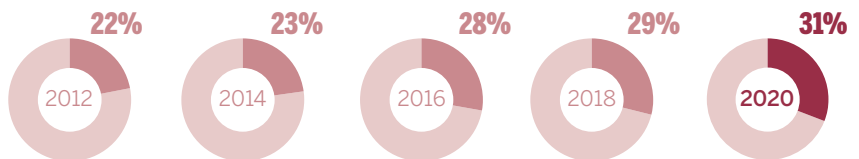
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CUSTOMER INSIGHTS

Proactively using customer insights to improve customer facing processes

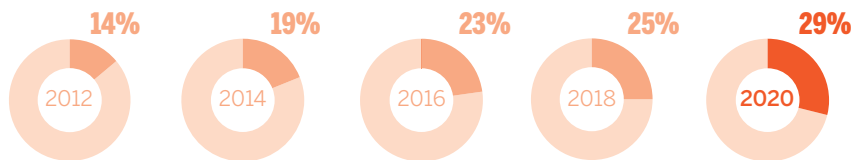
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EMPLOYEE ENGAGEMENT

Training employees on how their role impacts the customer

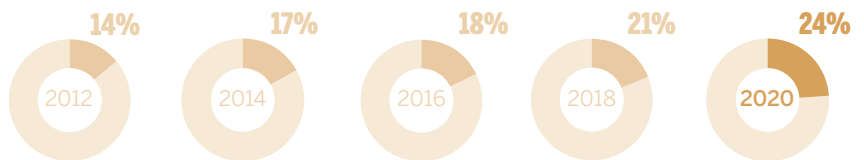
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MEASUREMENT & REWARDS

Rewards and recognizes achievements of customer experience improvements

*Top 2 Box



*Top 2 Box is defined as rating of "9" or "10" on a 10-point scale where "10" means excellent.

Drivers of Customer Centricity



STRATEGIC ALIGNMENT

1. Clearly communicates a shared vision of the ideal experience
2. Measures the impact of CX initiatives on business performance
3. Hires customer-focused executives

“Strategically aligning around the customer requires the senior leadership team to define and unite the organization around a shared vision of the ideal experience (what we want to be), with a clear sense of purpose defined for everyone’s role in serving the customer,” LeBlanc says. “It also requires a clear articulation of how the customer fits within the mission (why we exist) and within the values statements (what we believe in and how we behave).”



SENIOR LEADERSHIP

1. Acts as a role model for customer-centric behaviors
2. Regularly showcases examples of customer-centric behaviors by employees
3. Spends time interacting directly with the customer

“Many senior leaders underestimate the time it takes to lay the foundation needed to build a truly customer-centric culture,” LeBlanc says. “Senior leaders must move beyond simply promoting the importance of customer centricity to do the hard-work required to move from silo-based business planning to focusing on customer priorities—a clear indication of a customer-centric mentality.”



BRANDED CUSTOMER EXPERIENCE®

A Branded Customer Experience® is a designed experience—one by which brand cues are strategically created and integrated as part of the ideal customer experience to deliver on the brand promise. Delivering a branded experience is possible only when everyone understands that customer experiences are intentionally designed and must be consistently delivered across all channels to be successful.

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CUSTOMER INSIGHTS

1. Quickly identifies and resolves trouble spots in the customer experience
2. Gathers customer feedback, in real-time, to identify early signs of customer defection
3. Uses customer feedback to improve customer communications

"Voice of the customer programs manage customer insights centrally in a coordinated effort to prioritize improvements and organizational change helping to make acting on customer feedback part of everyday decision-making," LeBlanc says.



EMPLOYEE ENGAGEMENT

1. Clearly defines what employees need to do differently to improve CX
2. Give employees the authority to resolve customer issues on the spot
3. Provides employees with the right information to address customer issues

"Simply put, customer centricity means everyone in the organization must understand their role in the customer experience, both front-office and back-office, and what they need to do to improve it," LeBlanc says.



MEASUREMENT & REWARDS

1. Uses rewards, other than monetary, to reinforce customer-centric behaviors
2. Tracks the effectiveness of customer experience action plans and initiatives
3. Rewards and recognizes achievement of customer experience improvements

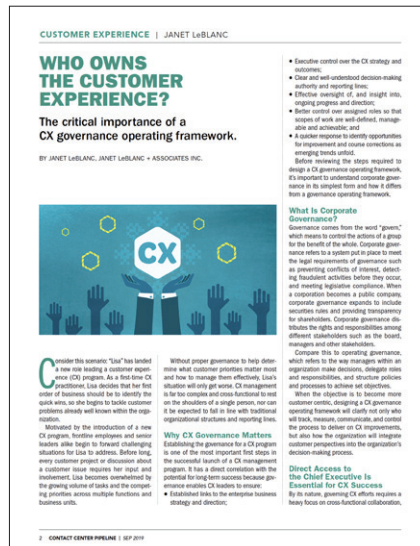
"Monetizing the customer experience continues to be a major stumbling block for many organizations," says LeBlanc. "The benefits of incorporating customer experience metrics in performance management are clear. Employees want to be recognized for changing their behaviours and organizations need to demonstrate why a change in behaviour is worthy of a reward."



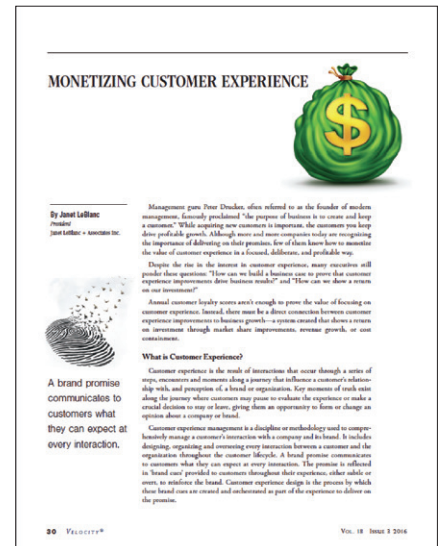
Learn More about Customer Centricity in the following articles written by Janet LeBlanc



DISTINGUISHING THE BUZZ FROM THE BUZZWORD



WHO OWNS THE CUSTOMER EXPERIENCE?



MONETIZING THE CUSTOMER EXPERIENCE

LEADERSHIP	CUSTOMER EXPERIENCE DESIGN
<ul style="list-style-type: none"> Culture Assessment and Transformation Customer Experience Strategy Development Leadership Engagement and Alignment 	<ul style="list-style-type: none"> Brand Strategy Development Ideal Customer Experience Design Customer Experience Journey Mapping
CUSTOMER INSIGHTS	PERFORMANCE IMPROVEMENT
<ul style="list-style-type: none"> Customer Value and Loyalty Management Voice-of-the-Customer Strategy Development Customer Service Transformational Change 	<ul style="list-style-type: none"> Employee Engagement and Training Performance Management and Process Improvement Enterprise-Wide Change Management



About Janet LeBlanc

Janet LeBlanc is an award-winning business strategist, keynote speaker, and leading authority in the area of customer centricity. As president of Janet LeBlanc + Associates, she coaches senior leaders on how to use client-centric strategies to improve business and financial results. Janet works with Fortune 100 companies and public sector institutions to overcome silo-based obstacles, connect with customer perspectives, and collaborate on how to design and deliver the ideal Branded Customer Experience®.

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