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ORGANISATIONS

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"CXPA is delighted to help support the CXInspired® initiative. We are thrilled to hear you will be reviewing CXA® winning entries to develop two digital publications that provide insight based on these real world case studies into the practical tools and techniques of successful CX programs and outcomes".

Greg Melia

CEO @
Customer Experience
Professionals Association (CXPA)

CONTENT

FOREWORD

Maya Khalifeh
Principal - Sales @
INDEVCO Consultancy

It is all about the legacy that we leave behind: we spend our lives hoping that we are inspiring to our kids, colleagues, neighbors and the society we live in. When I won at the Gulf Customer Experience Awards 2020, in the Customer Experience Professional Of The Year Category, I went on stage and dedicated the award to the working women who are a role model for our societies; they drive their nations forward through their empathy for their families, organizations and the environment they live in.

Empathy is the name of the game. This report, featuring the brightest brains from around the CX world, focuses on how modern companies are moving from being proflt-centered to customer-focused. Customer centricity is the secret recipe for sustainable growth: this approach sets actions to retain active customers, implements strategies for winning back lost ones and drives customer acquisitions.

"Culture eats strategy for breakfast," as Peter Drucker said. Putting the customer at the heart of the business not only attracts customers but should also be used as a focal point to bring in talent and retain employees in the organizations. Many of the companies in this report are featured as an Employer of Choice. People don't just want to work to make money; they want to work for companies that inspire others, lead change and have a deep sense of purpose. I like to relate customer centricity at companies to employee retention; when you have a robust customer centricity strategy, you will have a reduced Employee Attrition rate.

In this report, we will deep dive together into how companies are working on accountability and organizational culture by creating more engaged employees, driving all workforce training in customer experience so that !hey become "passionate" about their clients. It all starts by having your company leadership team buy-in and support: they will empower employees to act responsibly in their organizations and take the customer perspective in all their decision-making.

Companies need to transform digitally or they will get left behind, so I'm very pleased to see that readers of this report will learn about the latest strategies in digital channels. Whether it's an optimized redemption process, one-click payments or a paperless strategy, you'll be exposed to the latest best practices in digitization that are putting your customers in the driving seat through self-service. Artificial Intelligence is set to be incredibly popular in our day-to-day living, up to a point that you will not be able to recognize whether you are talking online to a Chatbot or to a human-being. We are not competing with the machines and this whole digital transformation wave; we can leverage it to help us make smarter decisions. I always say that the purpose of the customer experience is not to remove all the pain-points that customers have. I like to see that companies have a pleasure-pain gap in their customer emotional curve across the journey; the most customer centered brands worldwide have this gap present. The aim is to invest in and work on the most important pain-points, address them and set strategies to resolve them which will directly affect the Customer Happiness Index score and reduce complaints. Innovative companies dare to relate customer experience metrics to company financial growth; these key performance indicators mainly cover overall Customer Satisfaction Score and Net Promoter Score, Customer Retention Rate and Churn Rate.

The companies featured in this report are shining examples of customer centricity. They have participated in the world's biggest CX Awards, and in many cases have won by connecting the growth of their company to an outstanding improved customer experience, one that offers really creative solutions to the customers and makes them a preferred provider.
As such, I hope this report will prove to be entertaining and informative; it includes a lot of actionable plans that readers can take and implement in their organizations.

If you want to live in a better world, lead with empathy and keep on learning; this is called self-leadership. The way to do this is by putting yourself in other's shoes: whether that's your customers, partners or any other person in your life.

May we look around and see a better world, may we be better human beings and may we raise our kids as such. May God bless you all.

INTRODUCTION

Being a customer experience professional is a lonely existence. Often working solo or in a small team you initiate change in thinking and acting across the entire organisation, for the benefit of the customer. Your passion makes the job hugely rewarding, but where do you get the inspiration to keep going and never stopping?

What can inspire you more than stories of real CX successes coming from your peers? Those who have the same struggles a nd aim for similar heights. Those who have worked hard to lead customer centricity in their organisations and won the awards.

Over the past 8 years Awards International accumulated hundreds of case studies from awards programs in the UK, Middle East, South East Europe and other parts of the world. Turning this information into insights has become our mission for 2020 and, in partnership with the European Customer Consultancy, we created CXInspired – a resource to advance your career in CX and boost CX maturity in your organisations.

"How would you prove the CX initiative you are suggesting is going to be beneficial to the business?", "Has anyone else done anything similar? Is this too much risk for us?", "I am not sure we have the budget for this", "This is how we do things here, don't rock the boat for nothing", "What about empathy and emotions? Will it drive growth for our business?"

Wouldn't it be nice if you could respond to these and similar questions with real life case studies and robust business cases? If this sounds like a good idea, read on – this report is full of inspirational stories outlining the steps taken to achieve CX success, budget required and returns generated.

What really stands out to me, says Olga Potaptseva, Founder and Director of the European Customer Consultancy who created the report, is the strong focus in award winners on organisational empathy and their ability to make it a real, tangible discipline. Most case studies in the report are pre-pandemic, but even then, empathy has been a key differentiator that has certainly been amplified in 2020. Organisational empathy requires a move beyond 'customer experience, it is the ability to understand customers' feelings, proactively take action and continuously demonstrate that focus to customers, colleagues and the marketplace.

INTRODUCTION

Empathy is probably one of the least developed business disciplines that is not easy to embed. Here are the key components for success originating from cases' analysis:
- Customer understanding that comes from unbiased research, immersive and observational programs, behavioural analysis, transactional data, text and speech analytics and employee feedback
- Servant leadership model where customer experience is the responsibility for everyone at all levels, customer facing or not
- Operational structure and targets that focus on delivering most important customer outcomes, encourage collaboration between functions, agility and collective problem solving
- Training programs specifically designed to ensure customer understanding and appropriate actions
- Focus on the organisational culture and employee experience, as much as customer centricity

Empathy is not a mystery, nor it is a panacea. As John C. Maxwell said: "The secret of your success is determined by your daily agenda. It all comes down to what you do today". This report provides practical steps you can take to advance of your organisation's customer centricity. It is structured in a way to ensure easy access to specific cases studies. If you want to immerse yourself into a specific discipline such as organisational culture or operational transformation, go to the relevant section and read through the cases there. If your interest is to explore the best of the best or see what is 'meeting expectations', explore the framework at the beginning of the report and look for the relevant hexagon labels throughout the report. You can also search by sector, although we encourage you to draw inspiration beyond your sector or geography. Each case study provides a summary of purposes and benefits achieved, as well as a comment from the Awards Judges.

> *"CX is the new battlefield, which is a quote from Gartner, I stand with this. I think it is more and more difficult for organisations to be innovative, but the way you make the customer feel is something they will definitely remember and will make or break the relationship between the company and the customer and that is truly customer centric. No matter what region or industry you are from the main difference I can see is the delay in the implementation of experience management in your region or country…Competition is coming to all industries and now the customer is going to be the kings and queens, so we have to change."*

> - Alina Dimbean, E.ON Romania

INTRODUCTION

We hope you find many practical uses for this report and inspire your organisation or clients to advance in customer centricity.

Neil Skehel

CEO and Founder @
Awards International
in the UK, Serbia and UAE

Awards International runs business awards programmes and provides marketing services, event management and administration software specifically for the business awards sector. Major programmes include:
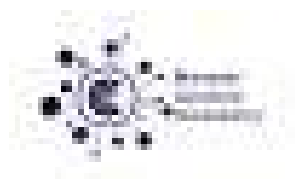
- CXA® - International, European, Gulf and Turkey
- the UK Digital Experience Awards
- the UK Employee Experience Awards
- the International Business Excellence Awards

Over the last 6 years we have developed considerable depth in experience of how to execute and support business awards.

Olga Potaptseva

Founder and Director @
European
Customer Consultancy

European Customer Consultancy is a global customer centricity advisor that specialises in effective customer centricity implementation for medium and large organisations. Main areas of expertise are:

- Unbiased customer understanding programs
- Customer research data analysis
- Customer centricity strategy
- Customer experience training
- Agile CX implementation and management

Our Agile CX Management Toolkit has proven to implement CX Strategy 3-4 times faster and ensure sustainable customer focus

FRAMEWORK

CUSTOMER CENTRICITY MATURITY LEVELS

AWARD DESERVING
AND FEATURED
IN THIS REPORT

EMPATHETIC FRONT-RUNNERS
You provide what your customers need and take action to make their experience emotionally satisfying.
You are an inspiration.

5

ONE STEP AHEAD
Your customers won't be easily drawn to competitors as they know you understand them and are ready
to go above and beyond

4

MEETING EXPECTATIONS
Customers are largely satisfied, but differentiation can be difficult; customers choose mainly on the basis
of price, product or inertia

3

PREPARING
Working towards a complete unbiased view of customers needs and putting strategies in place to satisfy
them. Positive customer experience happens, but it's not always intentional and not sustainable

2

UNAWARE
Not having an understanding of who the customers are, what they need today or in future.

1