Dodging organizational **'dead-ends'** in your journey

We are all on a journey

Manage customer ID

Define Value

Design Value

Deliver Value

Optimize
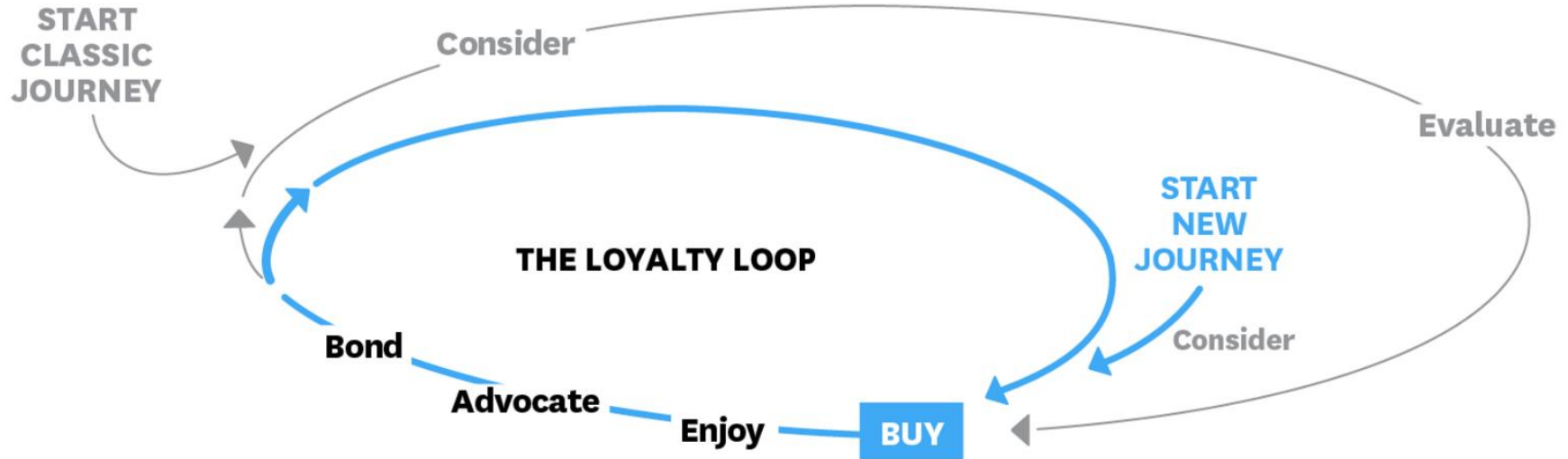
Customer Engagement Initiative

... to maximize customer engagement

Customer engagement is the means by which a company creates a relationship with its customers to foster brand **loyalty and advocacy**

It's basically a short-cut to the funnel
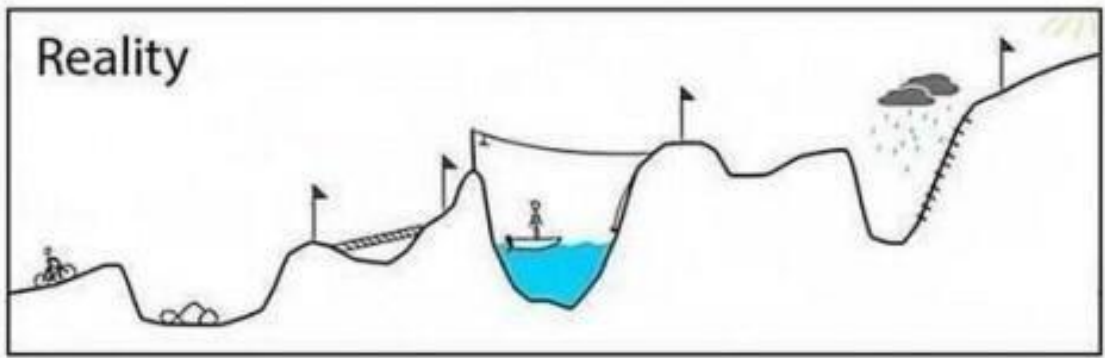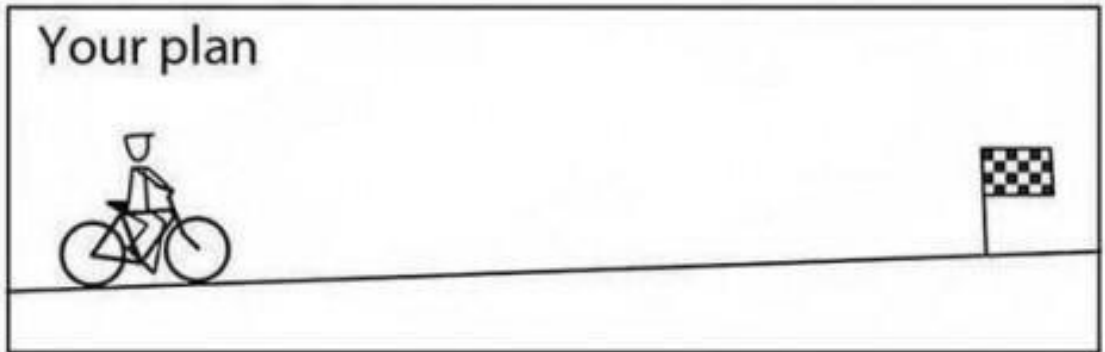

Streamlining the Decision Journey

START CLASSIC JOURNEY

Consider

Evaluate

THE LOYALTY LOOP

START NEW JOURNEY

Consider

Bond

Advocate

Enjoy

BUY

Source: HBR

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There was a plan!

TO DO

1. Integrate many data sources
2. Build the data platform
3. Manage customer identities
4. Understand the data
5. Extract insights
6. Target audiences and personas
7. Establish a plan, set goals
8. Establish KPIs
9. Map out journeys
10. Choose sub-journeys
11. Orchestrate touchpoints
12. Execute journeys
13. Collect engagement data
14. Analyze it using appropriate models
15. Optimize journeys
16. Go back to #4 (insights).

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But then...

Your plan

Reality

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Obstacles for Customer Engagement Initiative Success

Siloed organization
80%

Culture
70%

Skills shortage
40%

Change Mng.
40%

Literacy
25%

UNDER CONSTRUCTION

DEAD END →

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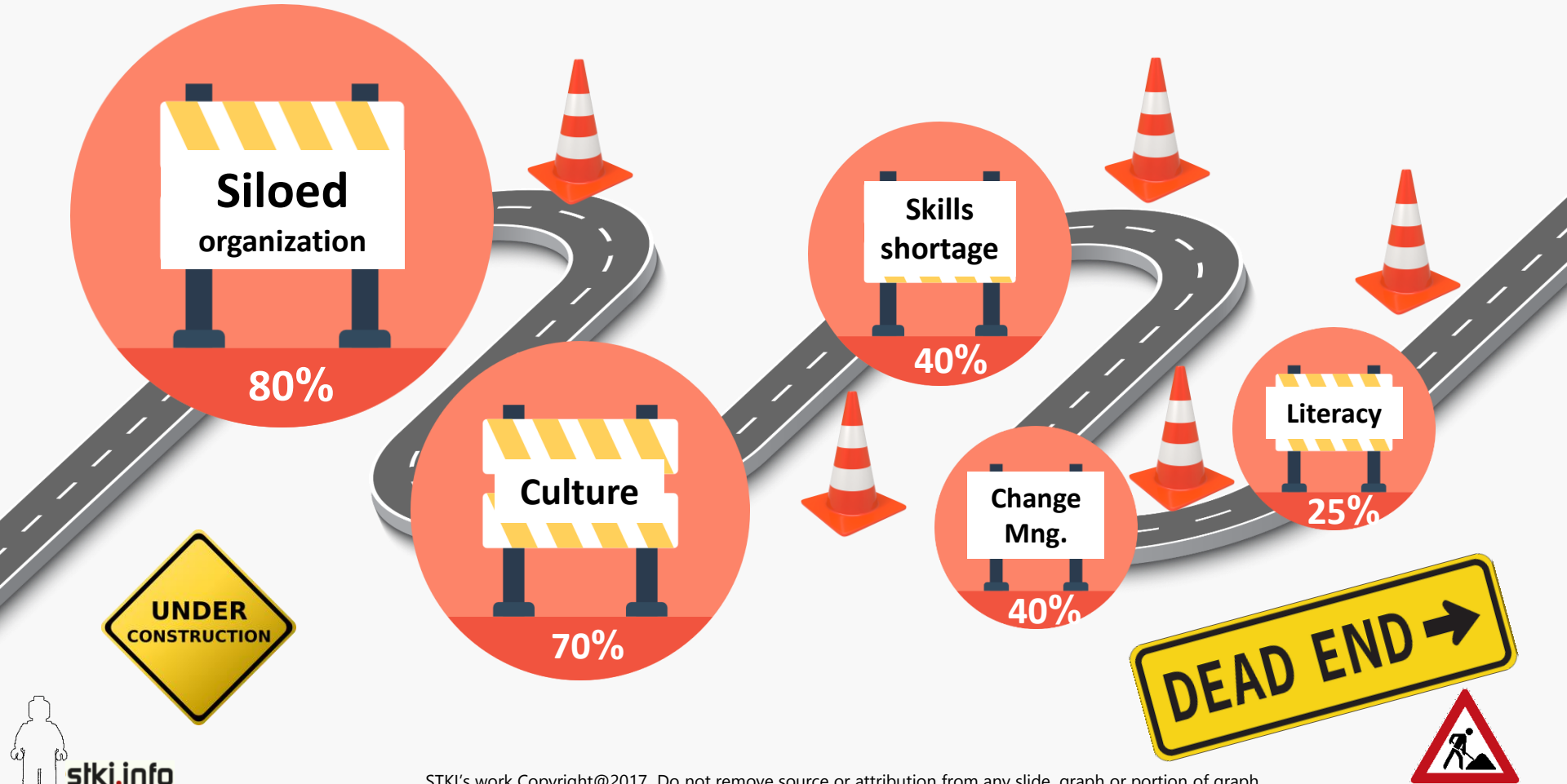
At some point, your journey will reach a dead end.

It will seem impossible to go on.

The key to proceed will lie in the hands of your most important (and least expected) partner.
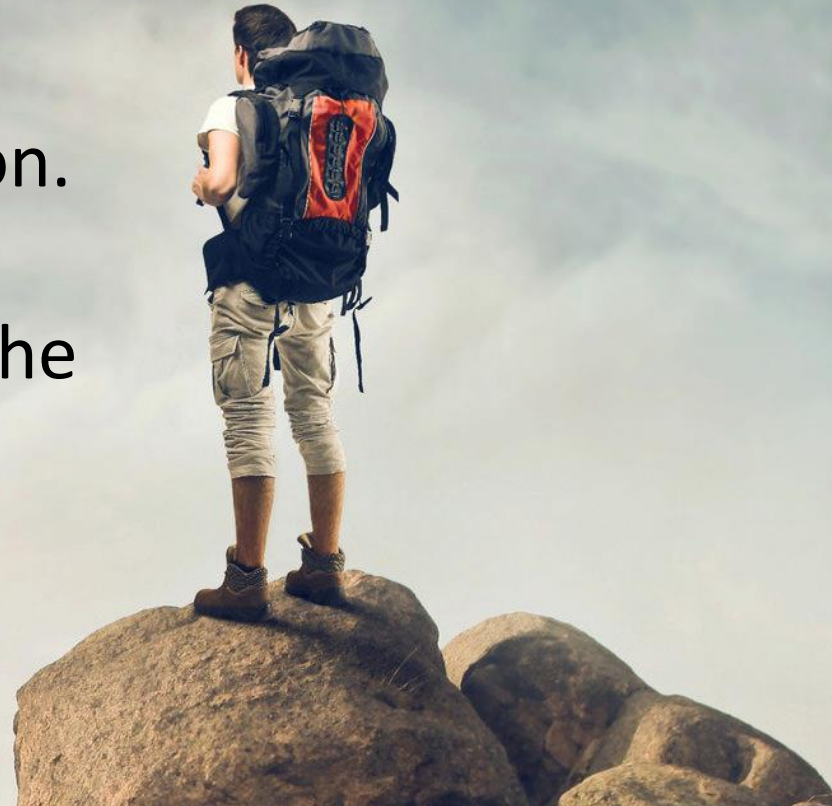
You can't spell HERO without HR

Sorry, did we say "HR"? we meant CHRO: Chief Human Relations Officer

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Un-coordinated efforts

Agile

Not agile
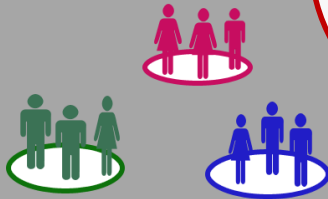
Skills shortage

TALENT NEEDED
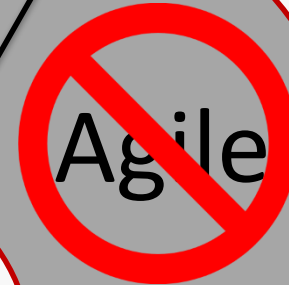
>90% of organizations feel they're unprepared for the future. Why?

Siloed organizations

CHANGE BEGINS WITH me.

Wrong culture

Low engagement

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Customer Engagement Initiative **Stakeholders**

Maximizing customer lifetime value

Customer

I lead the CE Initiative

CMO / CXO / CCO

I Assure privacy & trust

I am part of Service and CX design; Manage omni-channel strategy

I lead the digital transformation change

I don't only commit, I get involved & set the tone for the org.

CPO
Privacy officer

HR

CIO

CSO
Service Officer

CDO
Digital

CDO
Data Officer

CEO

I manage Organizational design, engagement & commitment

I Build the data platform; execute omni-channel strategy and manage digital operations

I Build and maintain the customer data platform

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HROs have a lot of work to do

CHROs To-Do's in an employee-driven market:

Change the way we Communicate
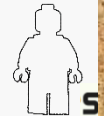
Change the way we Measure Performance

Change the way we Hire

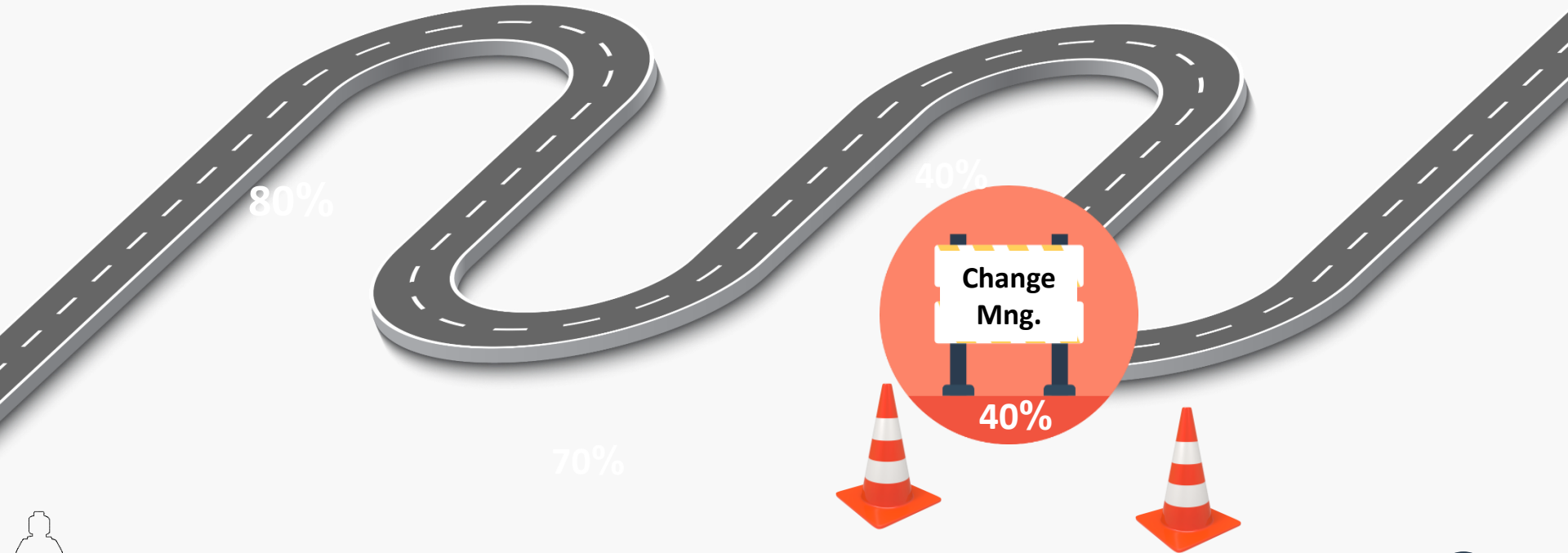Change the way we Engage

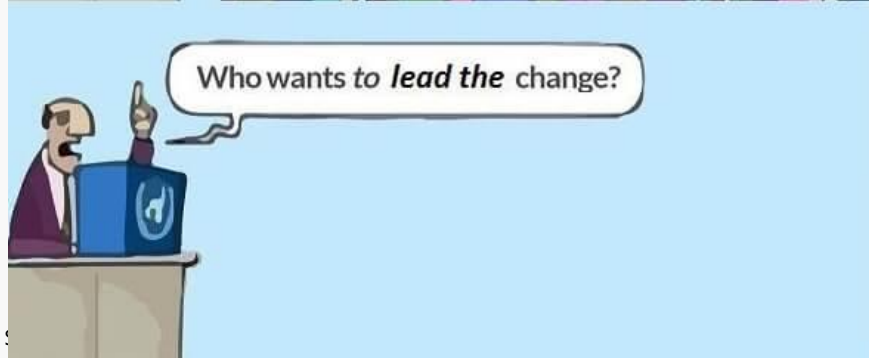Change the way we Learn

Change the way we Operate

The Change management obstacle

80%

40%

70%

Change Mng.

40%

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Managing change
will be one of HR's
most important roles

Kotter's 8-steps process for leading change

CREATE
a sense of urgency

INSTITUTE
change

BUILD
a guiding coalition

SUSTAIN
acceleration

the big opportunity

FORM
a strategic vision
and initiatives

GENERATE
short-term wins

ENLIST
a volunteer army

ENABLE
action by
removing barriers

Source: Dr. John Kotter

Creating a climate for change

- Create a well-defined "customer-first" vision

- Identify sponsorship and enable collaboration between key stakeholders for the digital initiative: (e.g., CMO and CIO)

- Secure resources for new technologies and people

- Select your team to drive the digital change; create change CoE for digital

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Kotter's 8-steps process for leading change

Engaging and enabling the organization

- Assess readiness for embracing new digital agenda

- Engage your change champions and agents for digital experience delivery (e.g., technology management, business and marketing leaders, etc.)

- Design and implement tailored communication to gain buy-in for digital agenda

CREATE
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action by removing barriers

Source: Dr. John Kotter

Kotter's 8-steps process for leading change

Implement and sustain change

- Celebrate success stories on the digital agenda across technology, marketing and business

- Support continuous learning to educate employees on the digital imperative

- Monitor digital adoption by the organization and continuously adapt your approach

CREATE
a sense of urgency

INSTITUTE
change

BUILD
a guiding coalition

SUSTAIN
acceleration

the big opportunity

FORM
a strategic vision and initiatives

GENERATE
short-term wins

ENLIST
a volunteer army

ENABLE
action by removing barriers

Source: Dr. John Kotter

Culture

Culture

70%

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Culture of Collaboration

Collaboration is needed to explore fuzzy problem spaces and drive innovation"

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Change the way we Communicate

- ✓ Re-invent the workspace. Beak down the ('digital' and 'physical') walls
- ✓ Create the post-portals curated work environment
- ✓ Establish new ECM and social tools
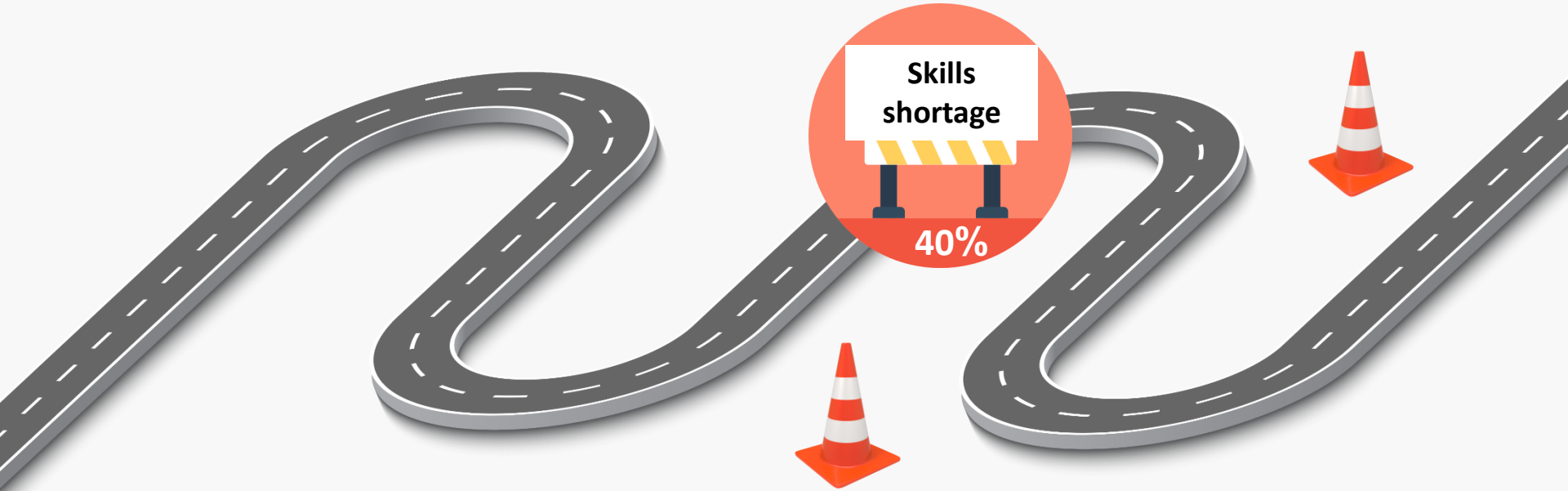- ✓ Establish collaboration as a new DNA

Experimentation Culture

Experiments, Pilots and A/B Tests

Few are good

Scale to business

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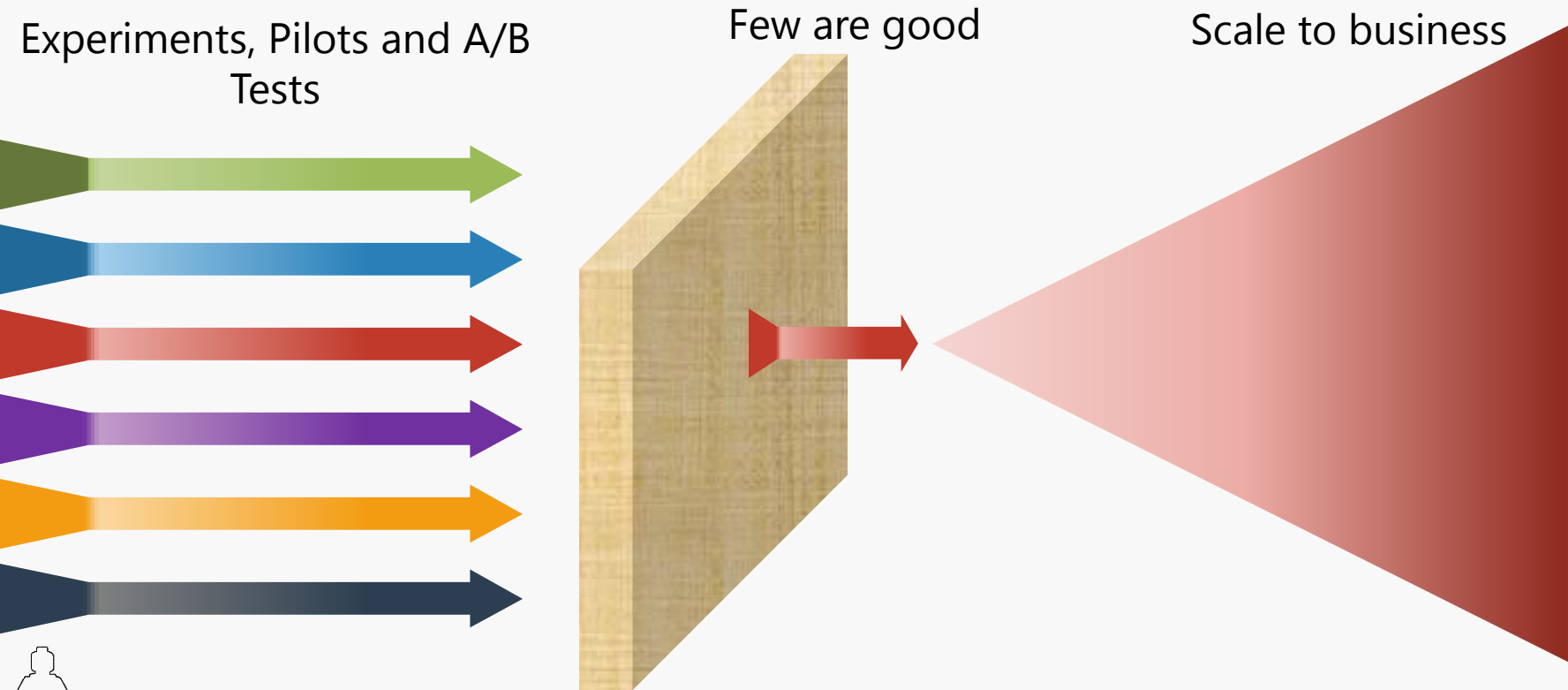
Testing & Optimization

Test everything

Ads
e-mail
Landing pages
Articles and posts
Pricing
Journeys

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New skills needed!

Skills shortage

40%

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Who is this NEW person?

Passionate about re-imagining
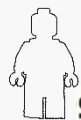
All about change

Understand the changes in the consumer

Talks Tech

Facilitates collaboration

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Deep understanding of consumer world

Technologist

Data scientist

Story teller

Doesn't mind some "junior" tasks

Team player

T person

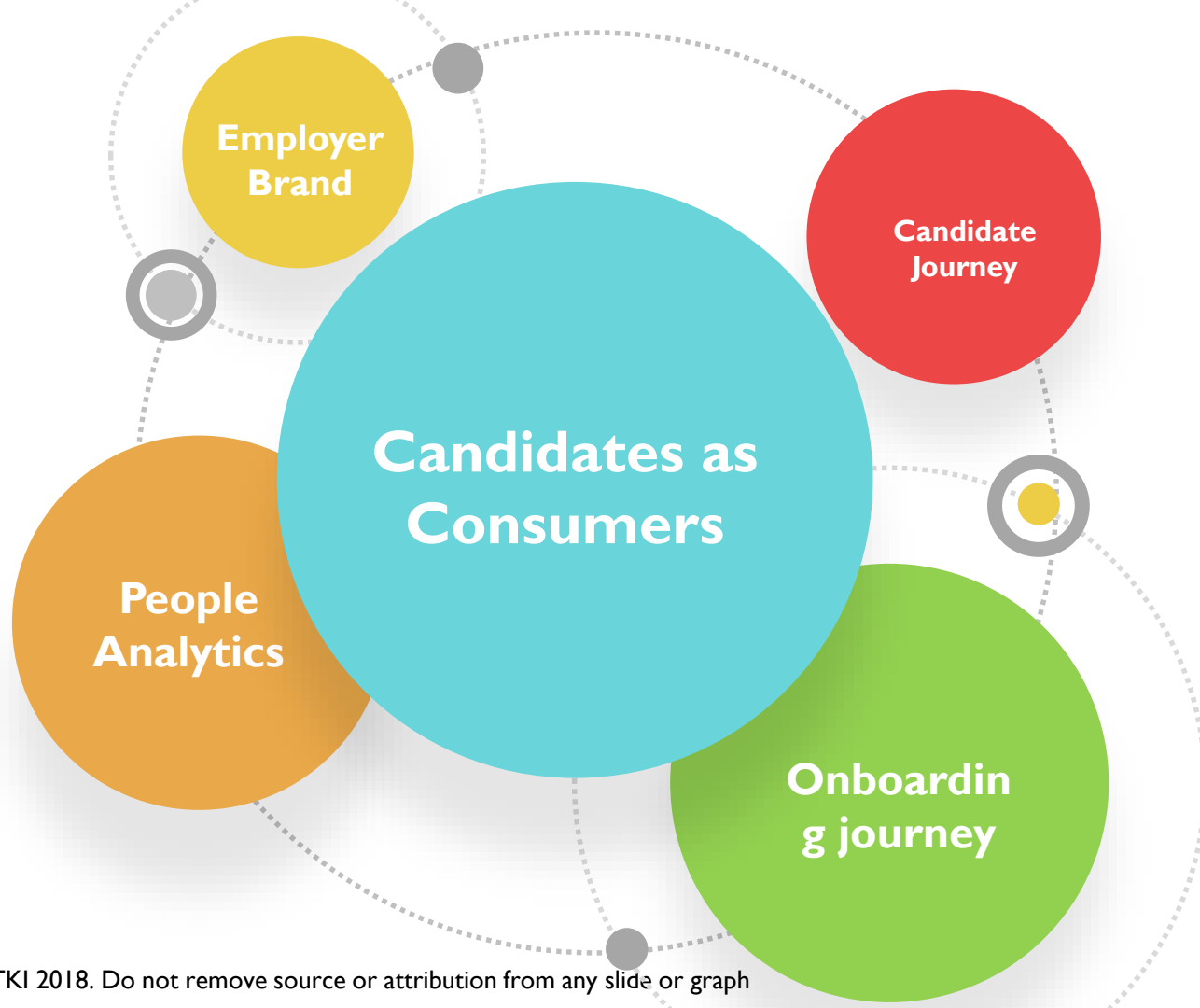Breadth of Knowledge

Depth of Experience

Change the way we Hire

Employer Brand

Candidate Journey

Candidates as Consumers

People Analytics

Onboarding journey

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The ultimate obstacle

Siloed
organization

80%

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Building the organization of the future

*88% believe that **building the organization of the future** is very important.*
Only 11% understand how

- Deloitte Human Capital Trends report 2017

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So current structures don't work

*But* which structure **does**?

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What are the main principals
for designing future organizations?

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Principal#1: Networks

Networked organizations are characterized by flexible roles, fluid responsibilities, and more-relaxed sign-off processes designed for speed.

The new structures allow leaders to tap talent as needed from across the organization and assemble teams for specific, often short-term initiatives. The teams may form, execute, and disband in a matter of weeks or months.

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Principal#2: Flatter is Better
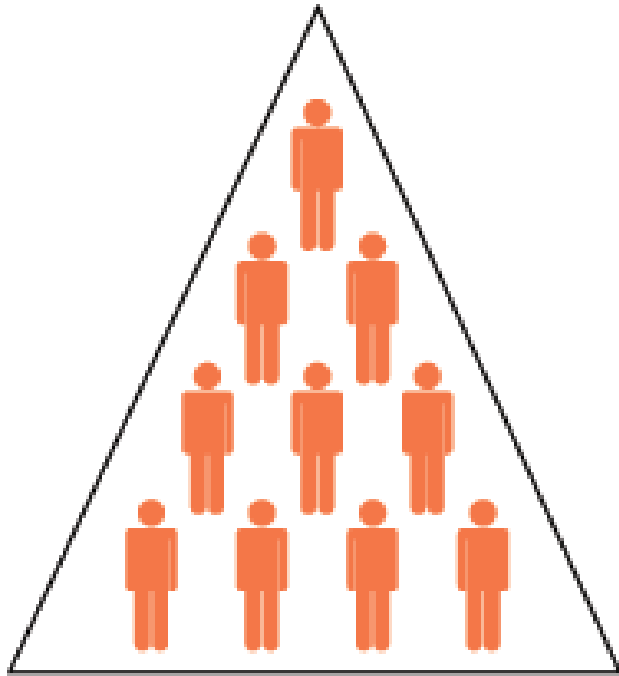
Organisation A
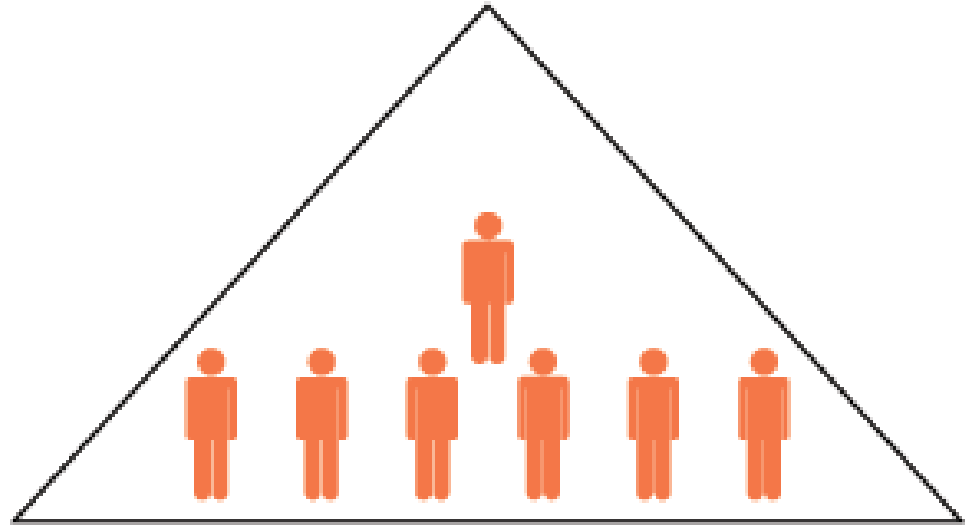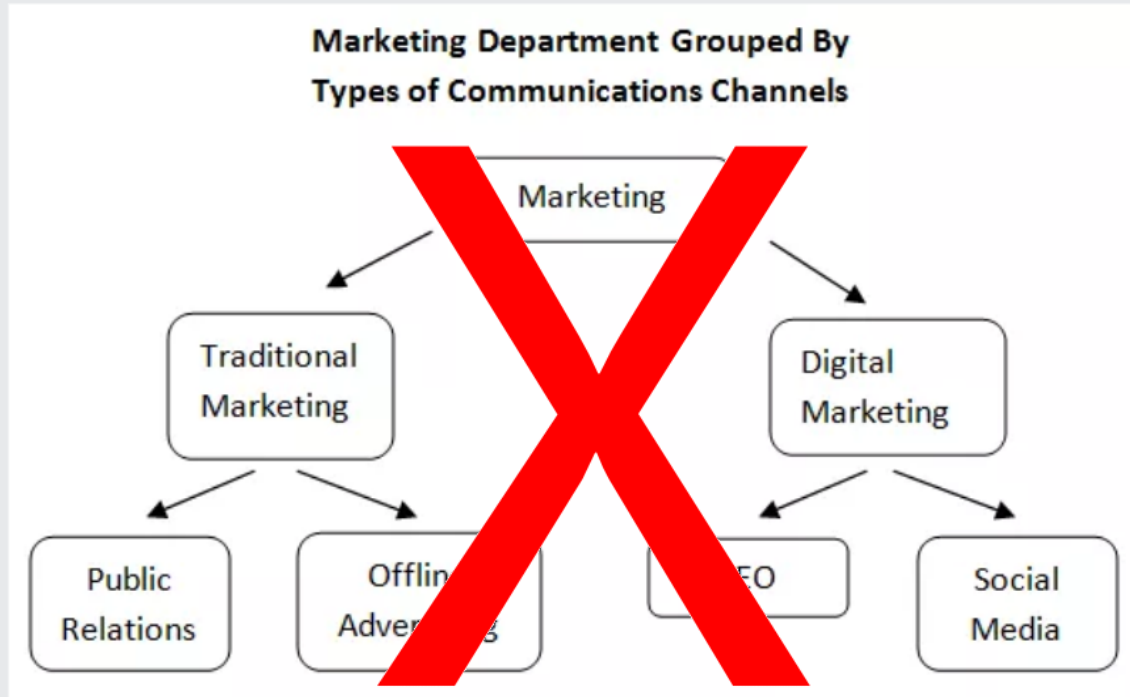
Organisation B

Principal#3: From "Product" or "Channel"

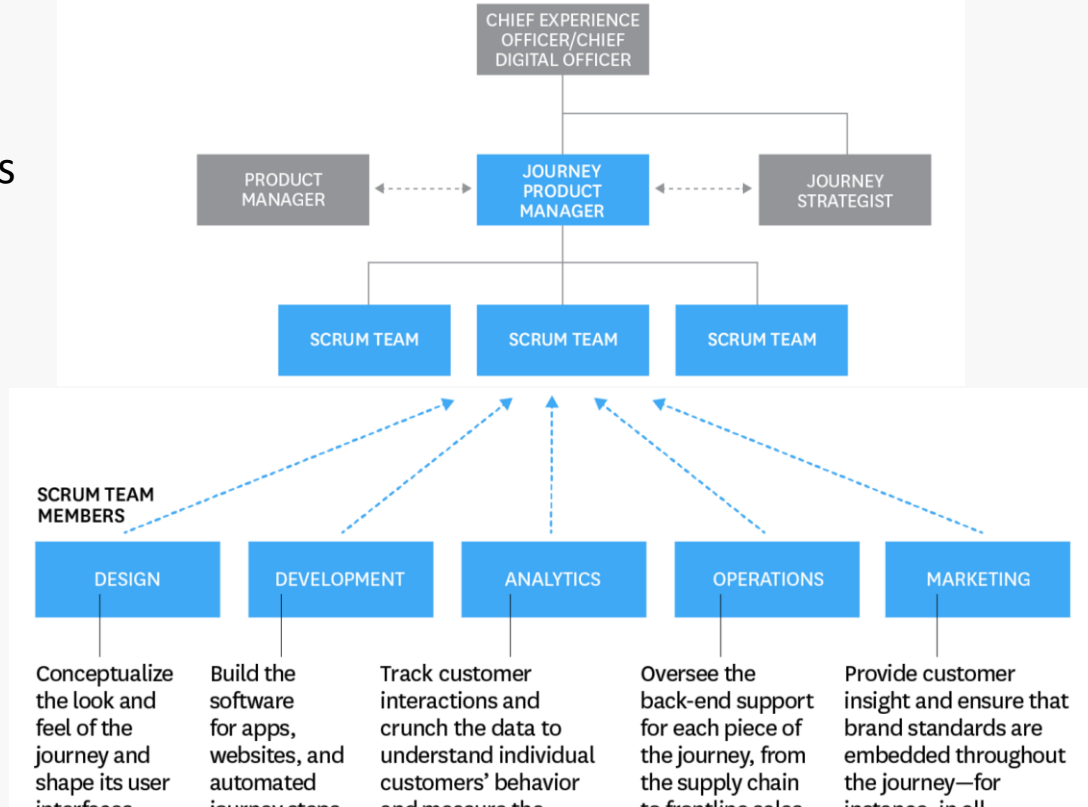**Marketing Department Grouped By Types of Communications Channels**

Do not structure teams in line with channels. Better is to organize them by project or by customer journey

Principal#3: To "mission"

The "mission":
Customer Journeys

The New Journey Management Organization

CHIEF EXPERIENCE OFFICER/CHIEF DIGITAL OFFICER

PRODUCT MANAGER — JOURNEY PRODUCT MANAGER — JOURNEY STRATEGIST

SCRUM TEAM — SCRUM TEAM — SCRUM TEAM

SCRUM TEAM MEMBERS

DESIGN | DEVELOPMENT | ANALYTICS | OPERATIONS | MARKETING

Conceptualize the look and feel of the journey and shape its user interfaces...

Build the software for apps, websites, and automated journey steps...

Track customer interactions and crunch the data to understand individual customers' behavior and measure the...

Oversee the back-end support for each piece of the journey, from the supply chain to frontline sales...

Provide customer insight and ensure that brand standards are embedded throughout the journey—for instance, in all...

37

Excellent HBR report

The Ultimate Marketing Machine

Most marketing organizations are stuck in the last century. Here's how the best meet the challenges of the digital age.

by Marc de Swaan Arons, Frank van den Driest, and Keith Weed

|	TOUCHPOINT	KEY PLAYERS	TEAM MIX	DURATION	RESULTS
Task Force No. 1	Gets set-top box	**Leader:** Customer care executive **Functions involved:** IT, network, logistics, customer care, marketing	🟠 Thinkers **40%** 🟢 Feelers **10%** 🔵 Doers **50%**	One year	**Problem:** Complex set-top box required too many on-site visits to set up. **Solution:** Developing remote installation guides and allowing remote installations by customer care agents.
Task Force No. 2	Receives first bill	**Leader:** Marketing executive **Functions involved:** Marketing, IT, customer care, billing	🟠 Thinkers **15%** 🟢 Feelers **60%** 🔵 Doers **25%**	6 months	**Problem:** Customers found bills frustrating and confusing. **Solution:** Developing personalized video messages to explain the first bill.
Task Force No. 3	Sees new customer offer	**Leader:** Marketing executive **Functions involved:** R&D, IT, network, billing, marketing, customer care	🟠 Thinkers **10%** 🟢 Feelers **60%** 🔵 Doers **30%**	3 months	**Problem:** Customer defections peaked when attractive offers were made to new customers. **Solution:** Extending the same offers to existing customers too, thus simplifying offerings.
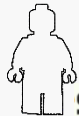
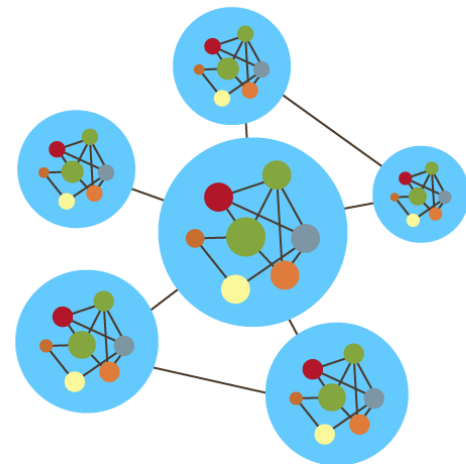# HROs will design the future organization

The Organization of Today
A network of teams
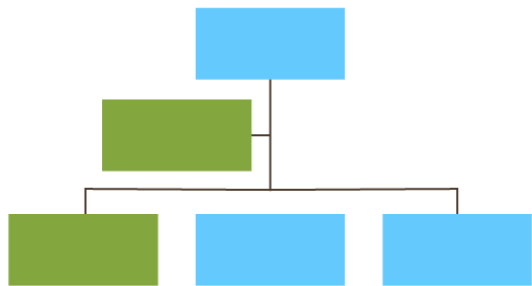
How Things Appear

How Things Are

How Things Work

Source: Deloitte University Press

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Agile Organizational Design

Built for Efficiency

Moving to the New Organization Model

	Today	**Future**
Organization Structure:	Hierarchical business functions	Projects, squads, teams, shared services
Teams and Projects:	Teams formed slowly over time	Teams assemble and stop quickly
Jobs and Roles:	Job descriptions, job levels, job titles	Assignments, tasks, expert roles
Managers:	Managers "own" teams and people's careers	Managers manage projects and "sponsor" people
Careers:	Jobs are "owned" by the manager and not shared	Jobs open in transparent marketplace
Flexibility and Space:	People "assigned" jobs by management	People sought out based on skills, work on multiple projects
Rewards:	People rewarded by level, tenure, experience	People rewarded by outcomes, reputation, sponsorship
Culture:	Inclusion, sustainability, diversity	Citizenship, collective thinking, shared values

Built for Agility

Source: Josh Bersin, Deloitte

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The new organizational operating system
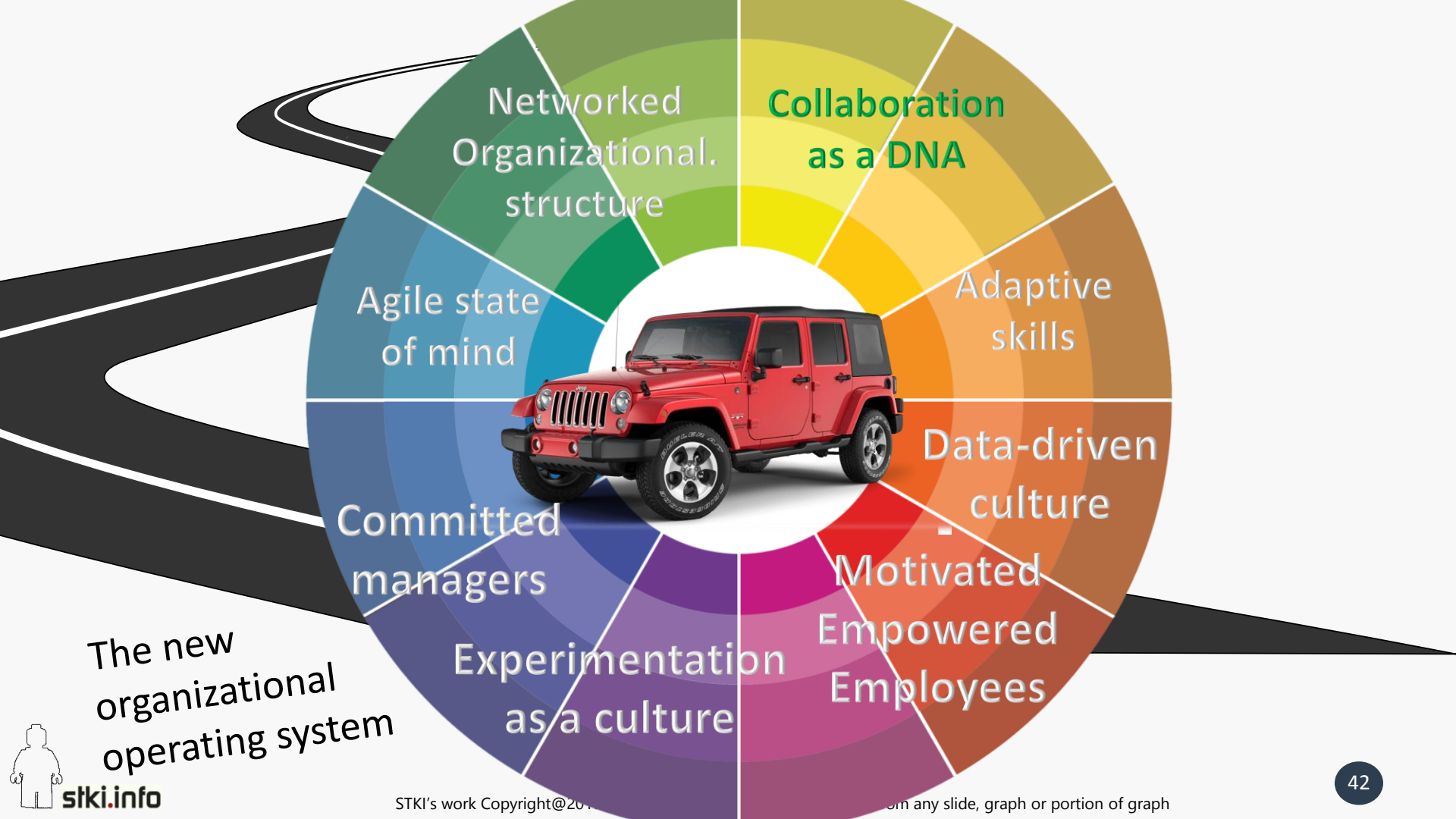
Networked Organizational. structure

Collaboration as a DNA

Agile state of mind

Adaptive skills

Committed managers

Data-driven culture

Experimentation as a culture

Motivated Empowered Employees
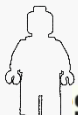
GOOD LUCK.

HAVE FUN! MAKE CHANGE HAPPEN!

Act 1 EXPLORE

Act 2 IMAGINE

Act 3 ATTEMPT

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