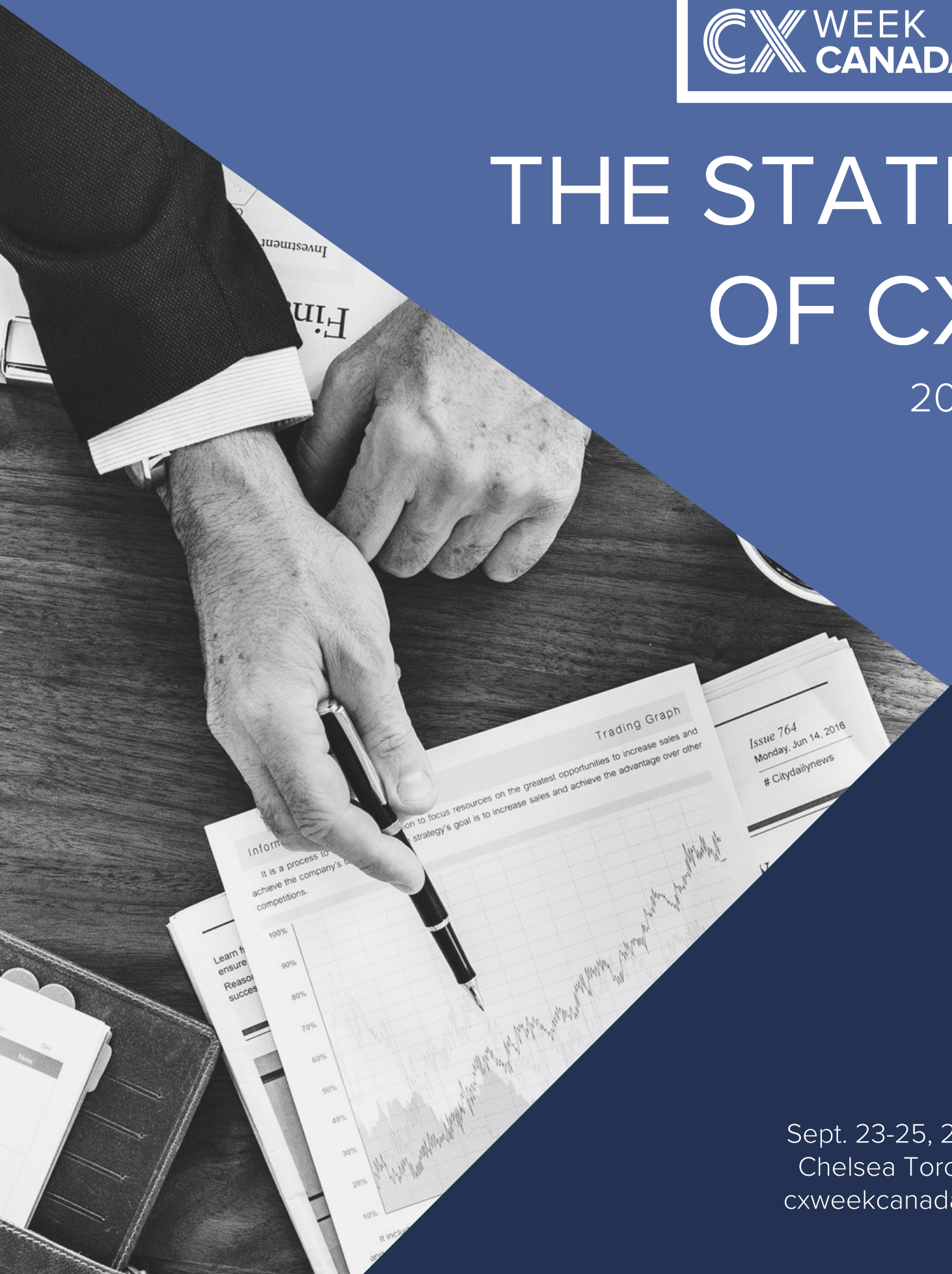




THE STATE OF CX

2019



Sept. 23-25, 2019
Chelsea Toronto
cxweekcanada.ca

How Customer Experience Shapes the Future of Business

Customer Experience is not a stagnant and stringent definition. 20 years ago, customer service sat in the call center and the formal CX title was far and in between. Now, we see an evolution as excellent customer experience is no longer a nice to have, but mandated to continue to keep customers in a hyper competitive economy.

CX no longer lives in the call center, in the customer service function, and most definitely not limited to one department. Instead, CX permeates to the business strategy of many leading organizations and across the entirety of the enterprise.

To illustrate the reach and impact of emerging CX we asked some of our leading expert speakers at CX Week Canada to give us an insight into what CX means in their role, organization, and strategy.



Jessica Cryer
VP, Business &
Customer Strategy
CSPN



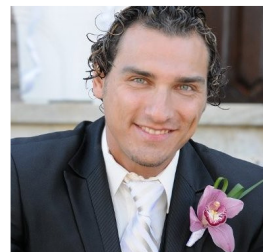
Stefany Singh
Director, Digital Innovation
**Canadian Institute for
Health Information**



Paul Pellizzari
Vice President, Global
Social Responsibility
Hard Rock



Christopher Mahlber
VP Business Banking
BMO Financial Group



Johnny Russo
VP, Marketing &
E-Commerce
The Kersheh Group

Q. What is your role and how does it utilize CX?

JESSICA: As the VP of Business and Customer Strategy at CSPN, I have had the opportunity to collaborate with clients across various industries to help them design and activate their CX Strategy and Vision. Leveraging tools like Customer Journey Mapping and Design Thinking, I help helped organizations take a truly customer-centric view on creating and consistently delivering memorable customer experiences.

Starting with designing their CX Vision or Moniker, our team of CX gurus at CSPN then help to translate that vision into reality by identifying and operationalizing the related initiatives to make this a reality – this includes exploring the people, process and technology changes that need to take place.

STEFANY: I am the Director, Digital Innovation at the Canadian Institute for Health Information, the Digital Experience team reports to me which includes a full UX team (designers, researchers, testers, IA, search and analytics).

CHRISTOPHER: As the VP Business Banking for BMO FG, client experience is at the forefront of every decision we make. Today, the offerings and perhaps more importantly the differentiations between large financial institutions, have become more homogenized than ever. Therefore we need to differentiate ourselves through CX. Increasing our capability to be more insightful and predictive in our advice we provide to clients is one of the main goals we our driving towards to achieve superior CX.



JOHNNY: I am the Vice President of Marketing and E-commerce at The Kersheh Group, a leader in the sleepwear and underwear apparel category. While I recently joined the amazing people at The Kersheh Group, I can quickly tell customer experience is front and center. While a major component of the business is wholesale, and it's been hugely successful for over 40 years, Direct to Consumer and E-commerce will play larger and larger role. Be it on marketplaces or through our very own web stores, we want to understand the needs of our customers, and build our experiences accordingly.

The Kersheh Group has several proprietary brands, and also owns the license for several major characters and superheroes we all know and love. So you can imagine, very different demographics and psychographics for each of our brands and target markets, whether it's the kids wearing them, or the parents buying our clothing. We're going to find out how they like to browse, shop, and buy, and use our various

PAUL: I head global corporate social responsibility for Hard Rock, across its cafe, hotel, casino businesses. The fundamental customer experience common across our businesses is the power of music and our vibe (unique energy) into all we do, wherever we are. With one of the world's most recognized consumer brands, Hard Rock is built on a culture that started with our first cafe in London, UK in 1971. Since 1971, Hard Rock has lived by four mottos: Love All-Serve All, Take Time To Be Kind, Save The Planet, and All Is One. I work with each business area to serve people & the planet by infusing these values into customers' experience.

Q. What is your biggest CX success?

STEFANY: Our organization is still in very early days around our digital journey, so, I would say that it would be getting an in-house UX team in place and initiating UX standards throughout the organization in a very short period of time.



CHRISTOPHER: Recently our advancements in the Small Business segment have distinguished us in the market. We've dramatically reduced the time it takes to approve a small business client, from weeks to days and in many cases even hours. Small business has been traditionally a difficult segment for large FIs to properly service, and BMO saw an opportunity to do better for this important group.

JOHNNY: I think an often-overlooked aspect of CX is actually being on the same page with the company's vision, your own team responsible for CX, being aligned with all partners, and using data to design the plan, alter it, or pivot completely. At the retailers I've been with, most recently leading Digital Marketing and Ecommerce for Mark's, a Canadian Tire Company, we ensured that our team and partners were bought into the vision of who to target, on what channels and how often, used data to garner insight and create action, and then test against it, and also use surveys and other measurements to confirm you're on the right track with your customers.

A great customer experience happens from the first touchpoint of the customer, and if the 2nd and 3rd touchpoint are not aligned, it throws the experience off, whether it's an ad directed at the wrong target, or an ad sending someone to the wrong landing page, or how you handle an irate customer who never received their purchase, or what you post on social - all those things, and the partners who work with you and on your behalf, are part of that customer experience. And when you really break it down, CX must be consistent



with your brand, and what it stands for. Essentially, if your brand promise is fulfilled, then your customer experience should be on the right track.

But it's an ever-evolving journey, and just because one interaction ruins one customer's journey, it does not mean you're doing a bad job. Again, have some measurements in place prior to embarking on any customer experience strategy, so you know how you can objectively measure outcomes, and give yourself a grade on if your CX is where and what you want it to be.

PAUL: The greatest CX success to date, relating to serving people & planet, is the success of connecting customers with our community work and music partners through our merchandise. We partner with global not-for-profits to release unique lines of merchandise based on our mottos:

- LOVE ALL-SERVE ALL: breast cancer research (Pinktober, various partners)
- ALL IS ONE: LGBTQ empowerment and HIV/AIDS support (partnership with Freddie Mercury Phoenix Trust)
- SAVE THE PLANET: sustainability promotion (with World Wildlife Fund)

Q. How is your organization/team built to drive customer centricity?

JESSICA: Customer-centricity needs to be engrained in the culture of the organization. It needs to be a mindset, philosophy and commitment that everyone believes in. It means committing to truly understanding the customer and putting their perspective ahead of any other. I believe Steve Jobs said it best "You need to start with the customer experience and work back toward the technology".

To deliver the right product and service you need to understand the desired experience for your customer. However, to deliver that experience we need to understand what the customers truly want.

But we all need to remember that “It’s not the customers job to know what they want”. We need to listen and hear from them regularly, but then apply a future-centric lens to craft that unarticulated, ideal experience. This way of operating (outward-in; from customer to organization), needs to permeate across the organization, which starts with top-down support from leadership.

STEFANY: This organization has always been very engaged with their stakeholders and consumers of their content and products, so I think that I am lucky because there is a really great foundation to build on with employees that are really invested in knowing that users value what they are creating. My team is really built around the online user experiences, and that is where we are creating some of the most significant changes. My team is really looking to standardize that experience so users are better able to use the content and products that are being created by the organization.



As a not-for-profit, health care organization we serve very diverse audience from policy makers to patients, and clearly the user journey for each is significantly different in terms of why a user would end up in our space. My team is really charged with helping to focus on which user is the priority so we can really drive products and content to their maximum usage and potential.

Q. How do you utilize Technology, Employee Experience, and/or Customer Service to enable your CX Strategy?

STEFANY: We see technology as the enabler of the experiences we are trying to create, and so decisions around technology are really focused on improving that enablement, whether it is through speed, scale or costs. The more effective those decisions, the greater ability we have to support what our users are looking for. As we drive technology changes to improve that end user experience, we know that our employees need to be able to actively participate in the evolution of our digital products. From an organizational perspective we look at things like training, upskilling, education and digital literacy.

We are a very high touch organization, that deals with extremely diverse stakeholder and audience groups. Our brand is highly trusted in the Canadian health care space, so our customer service aspect is core to the organizations function – feedback from front line channels are vital to how we gauge the effectiveness of digital delivery decisions.

CHRISTOPHER: Modern banking has evolved tremendously in the digital age. More and more people conduct 100% of their financial transactions online or via digital channels. Using technology to empower our teams to deliver faster and more cost effective service to our clients is key to our success. Additionally, providing innovative and seamless digital solutions to our clients, that make banking easier, faster and most importantly simpler, is a key part of our strategic focus.

Q. Where do you see Customer Experience moving in the next year? 5 years? 10 years?

JESSICA: This is a loaded question! No doubt that CX will remain that strategic priority for all organizations, or at least those that want to stay in business. With the commoditization of goods and services, experience will be the competitive advantage companies can deliver on. The relevance and necessity of dedicated CX professionals within organizations will continue to drive the momentum of elevating the CX conversation at the C Suite. Focus will also shift from the design of CX, to the on-going management and evolution (Customer Experience Management) - using the customer experience as a way to continually innovate and compete.



STEFANY: We are a data information company, so from that perspective I really think it will be around the centralization and standardization of data so that we can move into some predictive modelling and better use AI and ML to deliver important insights to stakeholders. That AI experience will also drive increased automation and self-service experiences.

CHRISTOPHER: AI and Big Data enabling Predictive Modelling. Seeing opportunities earlier for our clients and communicating them in a more meaningful and targeted way. Continued enhancements on the mobility of professional services, going to our customers and working within “virtual offices”. Increased TRANSPARENCY around services/fees. What doesn’t change: Customers want their experience to be easy with their FI and simple to find answers.

JOHNNY: Great question. We are often so locked in to today, that we don’t take the time to think about 5 years from now. Before responding, I will say that looking 10 years from now is so hard, because there will likely be a new technology, new touchpoint, new platform, and new social channels

that will make it almost impossible to predict. But today, 5 years from now, and in 2029, the customer will expect frictionless experiences with (still) a human touch. I'll give you an example that was not possible 10 years ago. I was at home recently, heading from Calgary to Palm Springs. I wanted to leave around 7:45 a.m. to head to the airport. I pulled up my Uber app, and saw there were a few cars 3 mins away. So I had time for a quick coffee and breakfast, and a nice hug with my family. I ordered the Uber as I was about to get to my front door. I went outside and waited about a minute for my ride to arrive. I forgot something inside, so I asked him to wait 2 mins, and he gladly obliged. I got the keys I had forgotten, and we were off. About 1 minute before pulling into the airport departures area to drop me off, I got a review notification from Uber to rate my experience.



I gave my driver a 5 and added a \$5 tip for the 15 minute ride – this was all before getting out of my Uber. That is frictionless, yet human, as I spoke to my Uber driver for part of my ride, and he patiently waited for me to run back in to get the keys I had forgotten. So the future won't be about automating the entire customer experience; it will be about making it frictionless, satisfying, and with enough of a human touch to make it memorable.

PAUL: For serving people & planet, Hard Rock and other companies need to demonstrate real social and environmental impact, and build it into how customers live the brand. Develop business practices that are not only consistently executed to address social conditions and improve sustainability, but part of how customers live your brand, will be based on demonstrable, authentic experiences.



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