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Lessons from the Leading Edge of Customer Experience Management

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CUSTOMER EXPERIENCE MANAGEMENT—the collection of processes an organization uses to manage customer interactions across the enterprise—is more important than ever. The days of the single customer touch point are long gone. Today’s companies must optimize the customer experience across multiple channels and product lines while still meeting demands for real-time, increasingly customized execution.

Yet too few companies are creating effective customer experience practices. Less than half of companies view customer experience management as a strategic priority. Most are struggling to develop clear and consistent customer experience strategies, support, processes, and metrics across their organizations.

Leading-edge companies,¹ however, are making the changes necessary for effective customer experience management throughout the enterprise and gaining a clear competitive advantage as a result of their efforts.

These are among the findings of a new Harvard Business Review Analytic Services study of more than 400 executives around customer experience management—research that features in-depth interviews with several best-practice company leaders.

There’s no question that customer experience management is hard. First, it is difficult to prove the ROI of customer experience efforts and tie such endeavors to business outcomes. Second, integration and data issues can thwart attempts to deliver a single view of the customer. Finally, cultivating a customer-focused culture is a change management challenge.

Leading-edge companies face these same customer experience struggles as the laggards² do but differ in how they respond to the challenges. They aren’t waiting for someone else to solve these problems for them. They’re dedicating the resources to figure them out for themselves ahead of the competition. Armed with an intrinsic belief in the business value of customer experience excellence, they’re putting the funding, processes, and strategy in place to overcome these hurdles. And as a result, these leading-edge companies perform substantially better across the whole range of business measures, from profitability to customer retention rate.

HIGHLIGHTS

53%

believe customer experience management provides a competitive advantage.

45%

view customer experience management as an important strategic priority.

45%

find tying customer experience investments to business outcomes very difficult.

The Customer Experience Challenge

The concept of customer experience management has been around for several years, and the practice has been gradually gaining traction. Customer experience management is an important strategic priority for nearly half (45%) of organizations, and even more (53%) believe that customer experience management provides competitive advantage.

But for all of the discussion of the value of customer centricity, most companies lack mature customer experience programs. They fail to adequately fund customer experience efforts. They are not committed to the process transformation required for effective customer experience management. They lack the long-term focus required to make fundamental changes in how they manage customer interactions.

According to the research, 44% of respondents say that their organizations do not provide sufficient funding for customer experience programs. More than half (52%) say that their organizations lack the processes to support their customer experience programs. And around only a third (36%) indicate that their companies are forward-looking with respect to customer experience management.

There's no doubt that customer experience management is daunting to many organizations. Companies face a number of specific challenges in this area, from proving the financial value of customer experience investments to making lasting cultural change. [Figure 1](#) And as customer expectations continue to increase, notes one sales and marketing consultant³, "it's not getting any easier."

At the heart of many customer experience management difficulties is a lack of enterprise standardization and integration—among people, processes, systems, and data. By zeroing in on the most significant challenges, it's evident that optimizing the end-to-end customer experience requires organizations to assimilate once disconnected channels of engagement. Indeed, nearly four out of ten respondents report that multichannel management is a significant challenge to their organizations. What emerges is that the key issues with creating a consistent customer experience are systems integration, multichannel complexity, data issues, and organizational structure. [Figure 2](#)

Companies have access to more customer data, which can be analyzed to improve the customer experience, than ever before—a corporate blessing and a curse. "We're collecting all this great data about our customers," says the director of customer experience and insight at a financial data provider, "but the question is, what are we going to do with it?" The deluge of data itself creates yet another set of difficulties for organizations. Knowing that valuable business information is embedded in big data, companies are wrestling with data integration and lack of standardization, forecasting customer behavior or purchasing, and data quality. [Figure 3](#)

Leading-Edge Companies Forge Ahead

It's no surprise then that customer experience management is a challenge for all organizations. The leading-edge companies identified in this report face the same issues around customer experience management as their peers.

For example, nearly half of all respondents said that it is very or extremely challenging to tie customer experience investments to business outcomes. By contrast, leading-edge firms are not immune from this issue, with a third in the same position. That difference suggests that a higher incidence of tying customer experience to business outcomes sets the leading-edge firms apart. But an overwhelming majority of leading-edge companies admit to having at least some difficulty tying their customer experience investments to business outcomes. [Figure 4](#) Yet they press on—and do so with greater focus than their peers.

Figure 1

Top Challenges of Customer Experience Management

On a scale of 1 to 10, please rate the degree to which the following customer experience issues present challenges to your company. [TOP BOX 8-10, WHERE 10 = SIGNIFICANT CHALLENGE]



Figure 2

The Biggest Obstacles to Consistent Customer Experience

How challenging is each of the following in offering a consistent experience across all channels? [TOP BOX 8-10, WHERE 10 = SIGNIFICANT CHALLENGE]

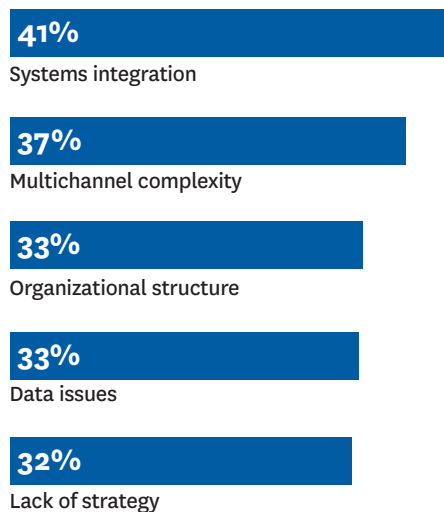


Figure 3

Big Data, Big Problems

How challenging are the following customer data challenges in your organization?

[TOP BOX 8-10, WHERE 10 = SIGNIFICANT CHALLENGE]

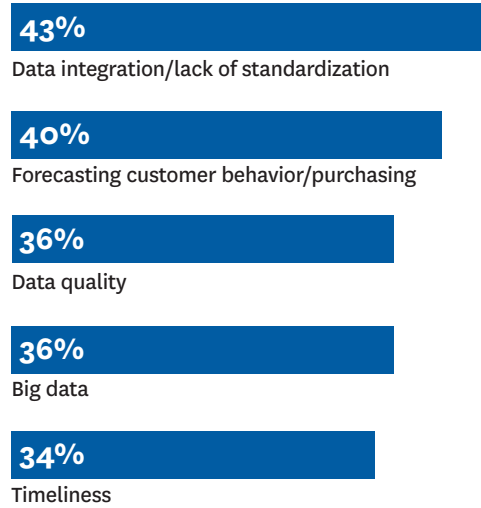
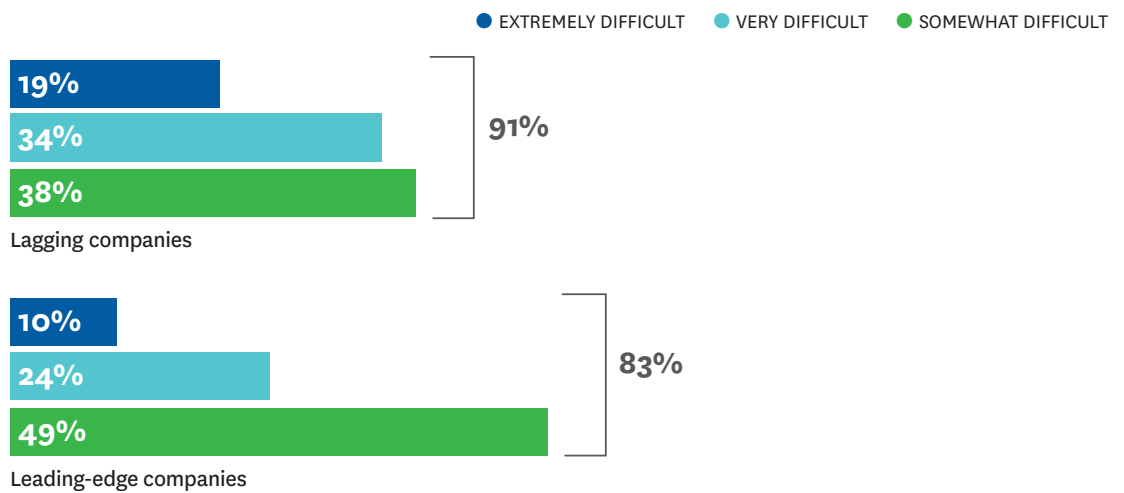


Figure 4

Tying Customer Experience to Business Outcomes Is Difficult for Everyone

How difficult is it to tie customer experience investments to business outcomes?



Customer experience management is markedly more important to leading-edge companies. Seven out of ten say it's a significant strategic priority. Nearly half of all lagging companies (45%), by contrast, said that customer experience is not at all important.

While there may be issues with linking customer experience management to corporate performance, seven out of ten (71%) leading-edge organizations believe that customer experience provides a competitive advantage compared to just around a third (35%) of lagging companies. And that certainty in the business value of customer experience excellence often starts at the top.

One multibillion-dollar financial data provider created a new customer experience division because its executives were convinced that the company with the best customer experience wins—not just in terms of customer satisfaction results or Net Promoter scores but in other tangible measures, such as stock price and profitability. This research bears that out. The leading-edge firms are doing substantially better across a range of key business indicators from revenue growth to quality and customer retention rates, in some cases outperforming by a factor of two or more. [Figure 5](#) And they are confident about their ability to derive maximum value from customer experience in the future.

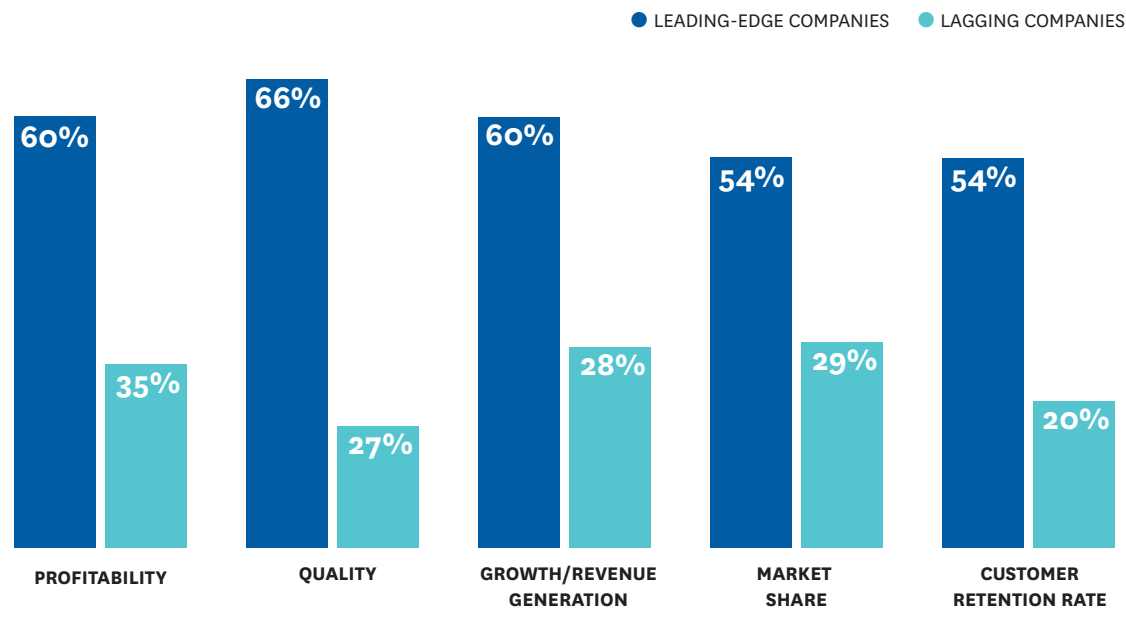
In a market that's becoming more commoditized, says a director of customer experience and insight, customer experience is the differentiator. "When so many products are comparable in the marketplace," agrees a vice president of global presales at a software and services company, "it's all about how customer experience with you matches up to their expectations."

Figure 5

Leading-Edge Companies Outperform on Business Outcomes

Please indicate how successful your company is in the following areas of corporate performance.

[TOP BOX 8-10, WHERE 10 = EXTREMELY SUCCESSFUL]



What the Leading-Edge Companies Are Doing Right

But an effective customer experience program is built on more than the belief that it's the right thing to do. Leading-edge companies build a solid customer experience foundation composed of sufficient budgets, systems, processes, and plans.

Beginning with budgets, around two-thirds of these customer experience leaders (64%) believe that their customer experience efforts are adequately funded, compared to just 22% for the laggards. An overwhelming majority—around three-quarters—say they have the proper customer experience support processes in place, compared to 12% for the laggards. [Figure 6](#)

Meanwhile, the findings suggest that leading-edge companies are more likely to position themselves for excellence in customer experience management. Specifically, they are far more likely than others to report that they have the right organization and skills for systematic customer experience management. They also have the right tools and systems to make data-driven customer experience decisions. Their processes are optimized to leverage customer experience support tools. And they are more likely to agree that they get the highest value possible from their use of internal and external data for customer experience management. [Figure 7](#)

“You have to start with process,” says the sales and marketing consultant. “You have to map and understand the whole flow of the customer experience so that you have a true understanding of all the touch points.” Too few companies take the time to step back and view the process from the customer’s perspective. “They rely on past behaviors and patterns,” says the consultant. In fact, only a third of organizations map customer interactions within the enterprise, according to the research.

Once the customer experience is mapped, processes must be put in place to deal with issues as they arise. Nearly half of respondents (47%) say that responding to individual customers based on their feedback about an experience is an effective customer experience practice. “A lot of work has to go into communi-

Figure 6

Leading-Edge Companies Put Money and Support Behind Customer Experience

In your opinion, does your organization have sufficient funding to support your customer experience programs? In your opinion, does your organization have the processes in place to support your customer experience programs?

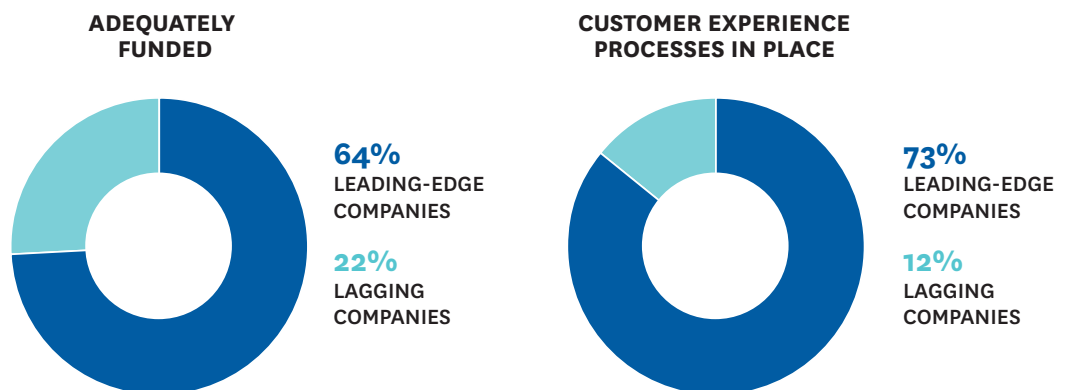


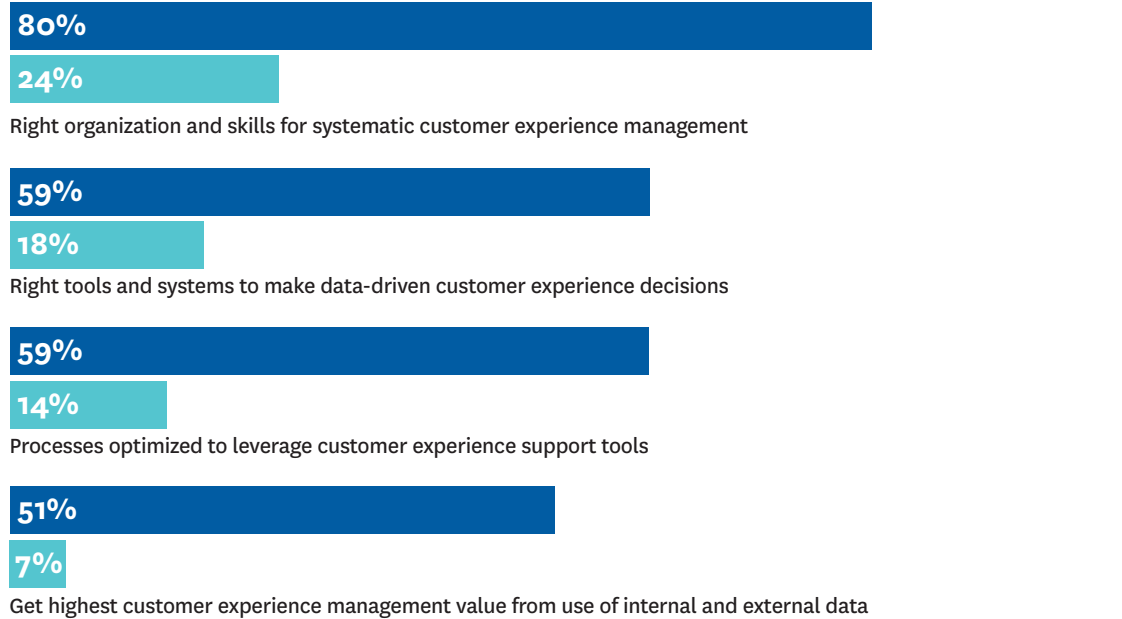
Figure 7

Leading-Edge Companies Build a Foundation for Customer Experience Excellence

Please indicate your level of agreement with the following statements.

[PERCENT “SOMEWHAT” OR “STRONGLY AGREE”]

● LEADING-EDGE COMPANIES ● LAGGING COMPANIES



cating at all different levels so everyone is aware of what’s going on,” says a former director of customer satisfaction and quality at a manufacturer of industrial power systems. “You have to have processes in place to manage customer dissatisfaction and, if the issue is hot, you have to have processes to escalate that to the CEO.”

Six Lessons in Customer Experience Management Emerge

Some of the most obvious—and widely deployed—customer experience management tactics are not necessarily the best. Three-quarters of companies collect feedback from their customers via surveys or interviews—the most pervasive customer experience practice of all. Yet only 42% of respondents find this form of feedback to be effective in customer experience management.

Collecting customer feedback is easy. Doing something about it is hard. Leading-edge companies aren’t afraid to take on the more difficult tasks required to improve customer experience. Taking a closer look at the practices and metrics these leading-edge companies employ reveals six lessons in customer experience management.

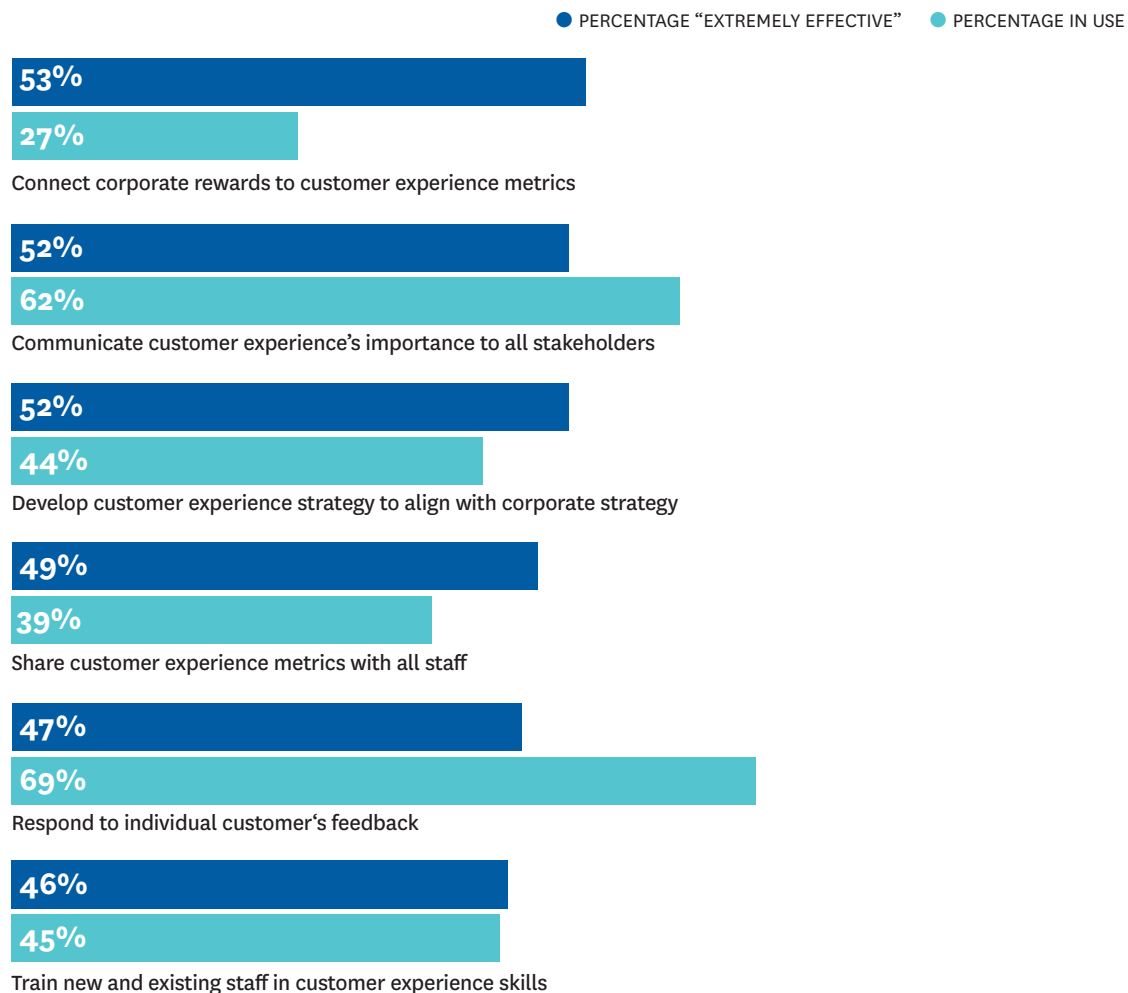
LESSON ONE: CREATE A CUSTOMER-CENTRIC CULTURE

Some of the most effective customer experience management practices are those that help create an enterprise culture that is laser-focused on managing the customer experience. Perhaps not surprisingly,

Figure 8


The Most Effective Customer Experience Practices Are Not Necessarily the Most Common

Please rate the effectiveness of the practices your organization currently employs to manage the customer experience on a scale from 1 to 10, with 1 meaning not at all effective and 10 meaning extremely effective. [ALL SAYING “EXTREMELY EFFECTIVE.” TOP BOX SCORES OF 8-10; AMONG THOSE WHO ROUTINELY EMPLOY THE RELEVANT CUSTOMER EXPERIENCE PRACTICES]



one of the biggest opportunities relates to reward structures. Only one in four (27%) respondents say that they connect formal reward structures to customer experience performance, despite the fact that doing so was rated more effective than any other single customer experience management tactic.

As with most things, with customer experience management you get what you incentivize. At one technology company, all executive- and corporate- (VP) level pay plans include a portion of variable compensation tied to customer satisfaction. “It sets the tone,” says a company executive. “We’re all going to be measured on customer success. You can’t work in a silo.” That’s the case at many leading-edge companies.



Tying compensation to customer experience metrics “creates a customer focus from top management down,” says the former director of customer satisfaction and quality. “The results are shared with everyone, and it’s top of mind for everyone.” In fact, she says, rewarding employees and executives based on customer experience results has been one of the biggest game changers for customer experience management in the past decade.

Similarly, developing a customer experience strategy that aligns with the overall company strategy (rated effective by 52% of those who do it) is employed by 44% of respondents. At one institutional asset management company, the sales team identified the need for a more structured approach to customer experience processes and capabilities within the organization. But instead of setting up a customer experience shop in sales, it placed the new group in the business management and strategy function. “One of the biggest benefits is that we have easy access to those strategic priorities of the company,” says the vice president of customer experience. “It helps us better align customer experience initiatives in order to generate support. And it allows me to work with lots of different groups from a neutral perspective.” It also demonstrates that customer experience itself is a strategic priority.

Other customer experience practices rated most effective, such as sharing customer experience metrics and models with all employees, reviewing customer experience projects and metrics regularly to monitor progress toward business goals, and screening candidates for customer-centric values as part of the hiring and selection process, were not necessarily widely utilized. [Figure 8](#)

LESSON TWO: THINK LIKE THE CUSTOMER

Making sure all employees understand the importance of customer experience management is critical. But it’s not easy. “The biggest challenge is translating those words into action,” says a line of business senior vice president at a home health care and long-term care provider. “Customer experience can be impacted by a host of different people. We need to take our entire orientation process for every position and turn it on its head.” From day one, the focus for new employees should be who the customers are and what they want. “We need to put it all in the voice of the customer from the get-go,” she says, “not just for the frontline employees but for all of our support personnel as well. It has to be pervasive.”

Another customer experience group has developed a frontline education program for its leaders. Company executives have to log time with customer support employees taking phone calls from customers, for example. Then they truly understand what it’s like to be a customer—and what it’s like to support that customer. “That starts to change the culture,” says the director of customer experience.

Leading-edge companies tend to use a comprehensive range of customer experience practices in a coordinated manner across the enterprise. They are much more likely to tie customer experience strategy to corporate strategy and to reward, measure, and report on customer experience efforts widely and regularly. [Figure 9](#) This approach to customer insight and analysis, combined with a consistent set of corporate customer experience standards, suggests they are in a better position to reap maximum benefit from their efforts.

LESSON THREE: GIVE THE BUSINESS CONTROL OF CUSTOMER EXPERIENCE

A coordinated approach to customer experience management—and one that is built from the ground up—is more likely to take root. “You don’t want customer experience to sound like just another corporate initiative ... the latest flavor of the week,” says the director of customer experience. When she set up the centralized customer experience function, she also created centers of customer excellence within each business group. She looked for customer experience champions and not just at the vice president level but also deeper into the organization. “This could not be just my program. I help drive it, but the activity has to happen at the business level, and it has to be driven by people inside the business,” she explains.

Figure 9

Leading-Edge Companies Analyze Customer Insights Across the Organization

Which of the following practices does your organization routinely employ?

[TOP PRACTICES INDEXED FOR LEADING COMPANIES*]




INDICES: LEADING-EDGE ORGANIZATIONS INDEXED AGAINST ALL ANSWERS FOR EACH CUSTOMER EXPERIENCE PRACTICE. *OVER 120 INDICATES MORE LIKELY TO USE A PRACTICE; LESS THAN 80 INDICATES LESS LIKELY TO DO SO.

“We knew we wouldn’t have a chance unless we did it this way. It has to be their program.” The message is that everyone plays a key role in effective customer experience management.

Making sure the business takes ownership of customer experience is critical to lasting customer experience management improvements. At an industrial power systems maker, a cross-functional team within each business serves as “a lightning rod for all customer experience challenges,” says the former director of customer satisfaction and quality. Members rotate in and out over time, creating customer excellence cross-pollination throughout the business. And appointment to the team is considered an honor.

The director of customer experience at an asset management company also sought out supporters of the new program to help advocate for new initiatives. “It’s quite a challenge. Everyone has always measured



themselves by progress against sales goals, and customer experience can seem like another initiative,” he says. “We had to make it clear that it’s not another initiative. It’s part of what we do. We achieve our sales goals via solid customer experience.”

LESSON FOUR: TAME CHANNELS AND DATA

Systems integration, channel complexity, organizational structure, and data issues all make providing a consistent customer experience challenging for any company. However, leading-edge companies recognize multichannel management as a strategic imperative.

At one global manufacturer with various product and service lines, there are multiple channels, systems, and people serving any single customer at a given time. But the goal is to provide a single face to that customer. It’s impossible to make that internal complexity disappear, says a customer experience executive, but “you have to keep it from the customer.”

In the past, the focus for many companies was solely on improving internal processes and addressing employee frustrations. Companies on the leading edge instead spend just as much time thinking about the customer’s experience with corporate processes. One customer experience group accomplishes that by helping those in the business map the customer journey and by identifying customer personas. “Everyone is used to talking about things from his or her point of view,” says the customer experience director. “But what’s important is what it looks like from the customer standpoint.”

More than half (53%) of similar leading-edge companies say that multichannel management is extremely important, versus one in five (21%) of lagging companies. In addition, they are more likely to embrace new channels such as social media, mobile, and video. Leading-edge companies are also more likely to be managing on the higher end of multichannel management, juggling as many as seven to ten, or more, customer channels.

LESSON FIVE: EMBRACE ANALYTICS

The increase in the number of customer channels combined with the onslaught of structured and unstructured customer information is making customer experience management more difficult than ever. The lack of a corporate-wide strategic approach to customer experience management also makes it difficult to manage multiple channels and make sense of the increasing volume and variety of customer data available. “It’s a matter of taking the time—and applying the right processes and analytics—to manage each customer as a distinct entity,” says a sales and marketing consultant. “You can’t take a broad-brush approach anymore. Each customer must be managed as a one-off.”

Yet too few companies analyze customer information across their business against a set of corporate customer experience standards. In fact, one-fifth of respondents admitted that they do not use any of the customer experience analysis tools at all.

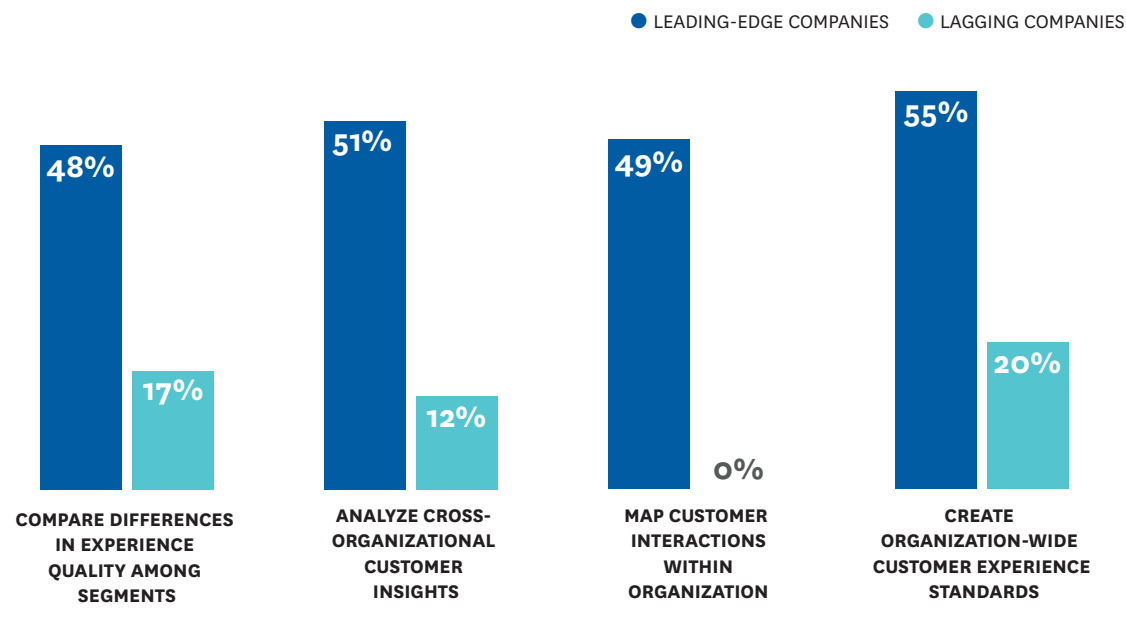
Leading-edge companies, on the other hand, are embracing new technologies and processes and are more effective than others in using analytics. [Figure 10](#)

One manufacturer has a wealth of customer data: customer experience surveys, Net Promoter scores, online customer behavior, contact center reports. “We’re collecting a lot of information from customers—monthly, quarterly, after specific points of contact—so that we can go deeper,” says the former director of customer satisfaction and quality. “We made the decision early on to collect this data, but the challenge is to understand it. That means figuring out how to analyze unstructured data, managing multiple languages around the globe, and addressing the cultural nuances in each geographic region. We collect the data locally, escalate it globally for trend analysis, and then push it back locally to address issues with the customer,” she says. “We have different levels of analysis and different levels of action.”

Figure 10

Leading-Edge Companies Are More Effective in Using Analytics

Please rate the effectiveness of the practices your organization currently employs to manage the customer experience on a scale from 1 to 10, with 1 meaning not at all effective and 10 meaning extremely effective. [TOP BOX 8-10, WHERE 10 = EXTREMELY EFFECTIVE]



“It’s critical that we have data at our fingertips,” says another senior vice president. “That requires a properly staffed, centralized data decision support function.”

Leading-edge companies also place more importance on a number of technologies for customer experience management, including online surveys, marketing operations management, real-time decision-making tools, social media monitoring software, and content management systems. They recognize the importance of emerging analytics technologies, including systems that analyze online behavior, social media sentiment, and text as well as tools that can deliver real-time analysis of large data sets. [Figure 11](#)

Integrating all the necessary tools is a challenge, but leading-edge companies devote the resources to create a cohesive customer experience ecosystem. One customer experience executive is integrating a number of new tools, including social media sentiment, web monitoring, and analytics, with his company’s CRM system to create a complete view of customer experience.

While there are plenty of tools available to support a solid customer experience management platform, there is no technology panacea. “There’s no single system that will give you magical outcomes,” says the sales and marketing consultant. “It’s a matter of taking the time and going the distance building processes with good technology behind them—really understanding the business, really understanding processes and metrics, really understanding the customer.”

That approach is enabling leading-edge companies to overcome the data challenges that can hamper customer experience management—29% said they’ve been extremely successful in overcoming data challenges, while another 58% percent said they’ve had moderate success.

LESSON SIX: EXPAND THE DEFINITION OF CUSTOMER EXPERIENCE SUCCESS

Measuring the impact of customer experience efforts is difficult—as evidenced by the trouble most companies have tying customer experience investments to business outcomes.

The more traditional measure of customer success—customer satisfaction scores—are widely used in all companies. Yet a variety of other metrics rated highly important by those that use them, such as Net Promoter and customer effort scores, are not as widely established.

Leading-edge companies use a wider range of metrics, often more effectively, to report on their customer experience management progress, including measures such as customer lifetime value, indirect traffic, social media sentiment, and upsell rates. [Figure 12](#)

It can be difficult to settle on a set of metrics that matter to both the customer and the company, says the sales and marketing consultant. “Like everything else,” he says, “we’re often data rich but information poor.” But the best customer experience measures tell a financial story.

Figure 11

Leading-Edge Firms See Greater Promise in Emerging Tools

In your opinion, how promising are the following emerging technologies for improving your organization’s ability to manage the customer experience? [TOP FIVE EMERGING TECHNOLOGIES]

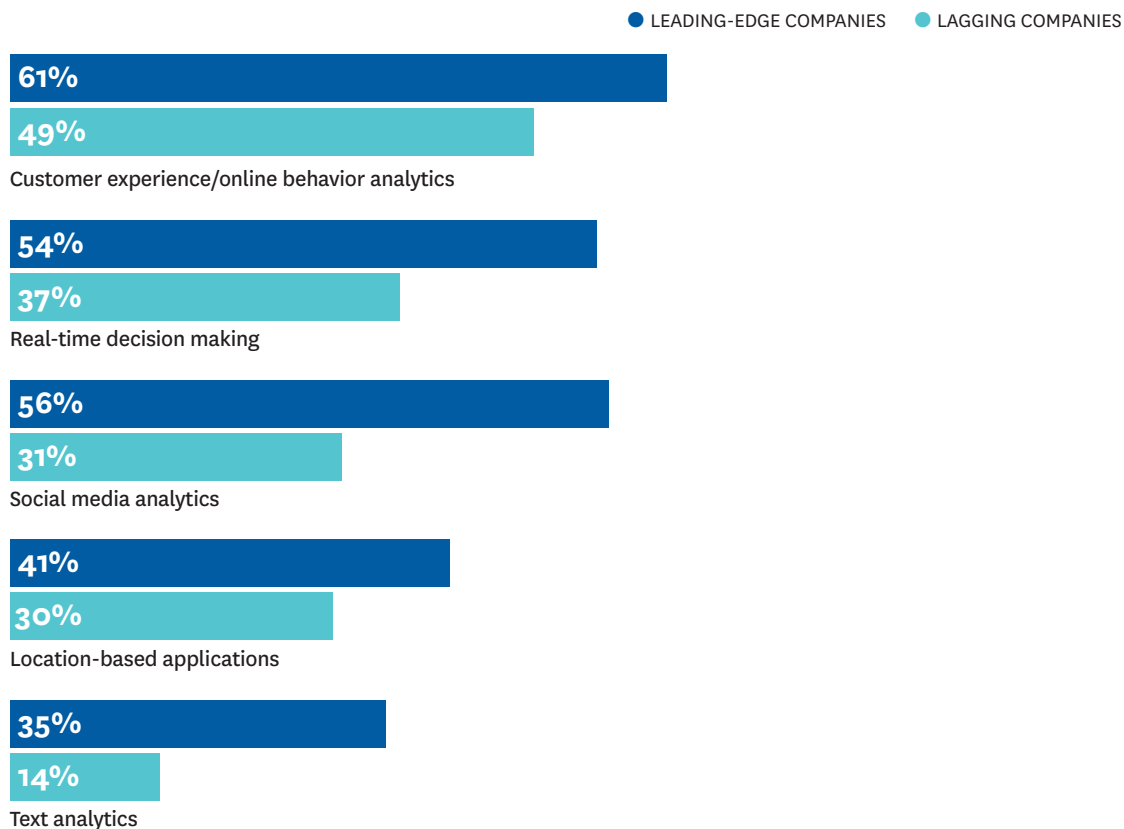
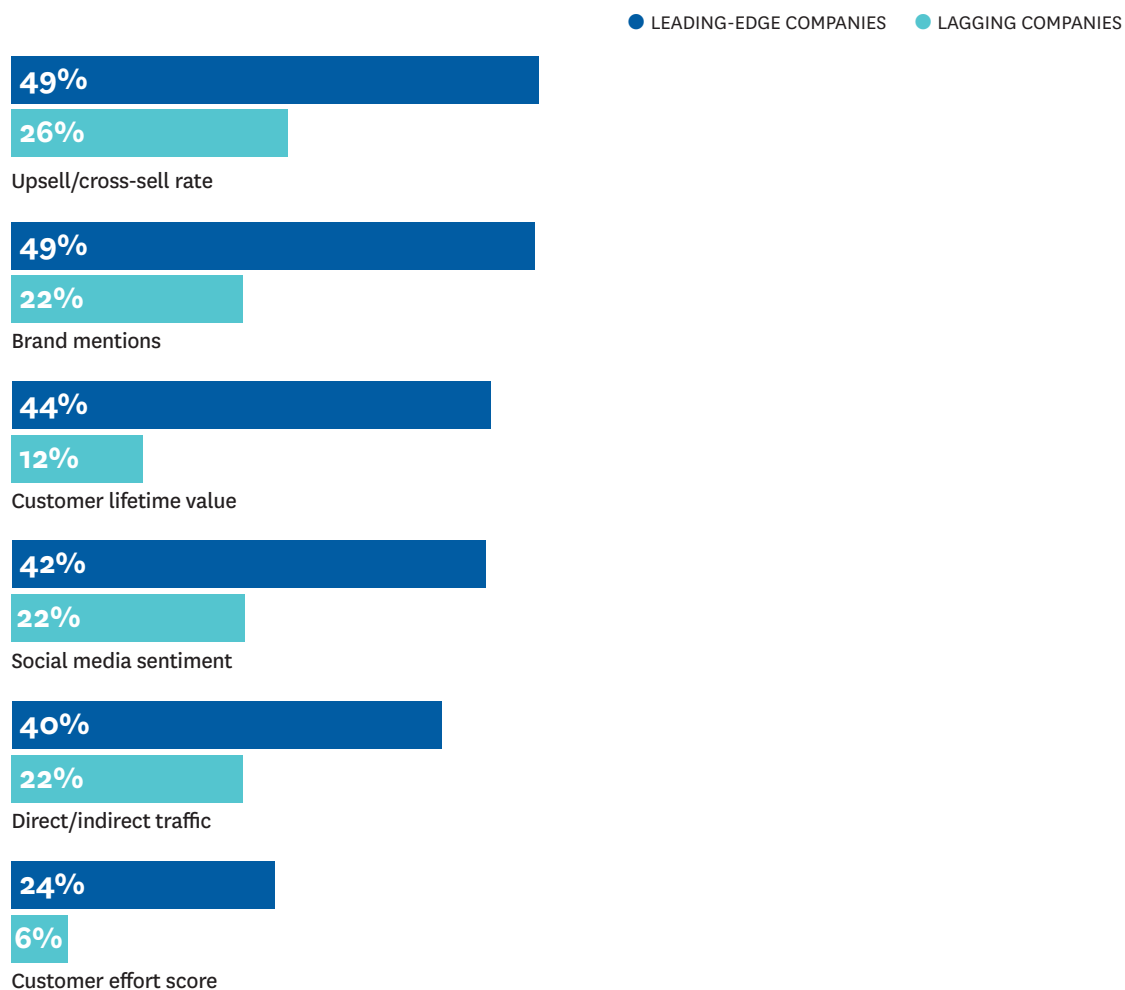


Figure 12

Leading-Edge Companies Measure Success Differently


Please indicate whether or not your organization uses the following metrics to measure the success of customer experience efforts.



THOSE WITH GREATEST DIFFERENCES BETWEEN LEADING EDGE AND TOTAL ARE SHOWN.

It's not a matter of whether a certain customer experience initiative "adds value," says one senior vice president. "Everyone would agree that most of the initiatives add value." But with limited resources, companies must be judicious about where they invest customer experience dollars. If you are able to move customer satisfaction from 80% to 90% , that may generally be a good thing. But how much will it cost, and how much value will it generate? "Once you're pretty good at something, you may not make any more money going from pretty good to excellent," says the executive. "These are complex analyses to do."

It's hard enough attributing business outcomes to sales efforts, says another customer experience director. Customer experience is a step removed from that. "I would love it if we could say that we're meeting our sales numbers and customer experience initiatives have contributed to that by this much," he says. "But that's difficult to do."



One customer experience director is hiring more analysts, working more closely with finance, integrating more databases, and trying to determine the real business value of a secure customer. But first, she's starting smaller, trying to tie customer retention to financial performance. "We need to understand what that is worth to us," she explains. "This is a financially driven organization. That's where the power is."

Conclusion

It's clear that companies can no longer afford to wait for the perfect data or technology or process to present itself before making customer experience management a strategic priority. Companies on the leading edge of customer experience management—undeterred by the challenges they have to overcome—are already making significant progress.

"People used to hide customer issues," says one former director of customer satisfaction and quality. "Now they know the problem is not that there is a customer issue, the problem is if we don't solve it as quickly as possible. They see customer issues as an opportunity for improvement."

Enterprise customer experience programs require time to take hold. And it can be easy to lose momentum, says a sales executive who's seen enthusiasm wane as customer experience has gone from a new corporate initiative to being subsumed back into the company's support organization.

Customer experience efforts need enterprise-wide visibility and focus to last. "You have to be clear about what you're trying to accomplish and take it a step at a time," says one customer experience director, from marketing the program to employees to developing new processes to rewarding people for customer experience behavior to reporting on customer experience results. Ultimately, however, customer experience becomes a strategic agenda item for the whole company, resulting in improved business outcomes across the enterprise.

ENDNOTES

¹ Leading-edge companies give their organization a top box (8, 9, or 10) rating when asked to rate how forward-looking their organization is in its approach to customer experience management on a 10-point scale, where 1 = not at all forward-looking and 10 = very forward looking.

² Laggard companies give their organization lowest box (1–4) ratings when asked to rate how forward-looking their organization is in its approach to customer experience management on a 10-point scale, where 1 = not at all forward-looking and 10 = very forward-looking.

³ Interviews for this research were conducted among the following individuals in leading-edge companies:

- Director of customer experience and insight, financial data provider
- Vice president of global presales, software and services company
- Director of customer experience, institutional asset management company
- Line of business senior vice president, home health care and long-term care provider
- Former director of customer satisfaction and quality (now head of social media and community), industrial power systems manufacturer
- Independent sales and marketing consultant (former B2B customer experience executive)

Lessons from the Leading Edge of Customer Experience Management



ADELE SWEETWOOD
VICE PRESIDENT OF
MARKETING
SAS

There is no doubt that customer experiences matter, and businesses that plan to be around for the long haul should care about creating superlative experiences for their customers. But as with many things in marketing today, change has come to how we view, measure, and manage the customer experience.

We used to focus on single touch points—those critical moments when customers engage and interact with a company during the purchasing process and after. But examining each of them in isolation can distort the picture, especially given how many channels our customers now use to engage with us. Your customers may have been satisfied with each purchase they've made online and in your store, but now they'd like a new product that your company doesn't offer yet, or they've decided the products are too expensive. How would you know? If you're looking just at touch points, you might think you have a happy, satisfied customer. In reality, the whole picture tells a different story, and if you have the complete view, you can get the deeper insights that allow you to stay in sync with customers throughout their journey with your organization.

What matters most is the complete customer relationship: how each experience is orchestrated, how the bumps are handled, and what the customer's perception is along the way. Each of these is an important part of the customer journey, and businesses need to manage them holistically in order to truly understand what their customers want, to build loyalty, and ultimately to create higher profitability.

As you read in this report, many leading-edge organizations today are forging ahead and finding innovative ways to manage the complete customer experience quite successfully. They face the same challenges as other companies, but they seem to fare better. How does this happen? Are they just lucky?

Do they acquire great customers by happenstance? Not likely.

Behind most successful companies are careful planning, thoughtful strategizing, continual measuring, and flawless execution. And powerful marketing analytics capabilities inform all of it, enabling these companies to make data-driven decisions faster and, in many cases, in real time. The right tools help you integrate each touch point across multiple channels and support key junctures throughout your customers' journey.

With marketing analytics, you can:

- Manage complex customer relationships across all channels and facilitate dynamic customer interactions.
- Link marketing performance to real revenue and effectively plan and manage marketing programs.
- Attain a single view of the customer across all channels and create a consistent customer experience.
- Stay in lockstep with every interaction along the customer journey and simplify operations, manage workflows, and track performance.

Leading-edge companies are capitalizing on opportunities that come from every interaction they have with their customers over the duration of the relationship, and marketing analytics is critical to understanding and managing this process. Thanks for reading this Harvard Business Review Analytic Services report. I look forward to continuing the conversation.



Methodology and Participant Profile

Harvard Business Review Analytic Services received a total of 403 survey responses from 308 members of the Harvard Business Review Advisory Council, supplemented with 95 *Harvard Business Review* newsletter subscribers.

PARTICIPANT PROFILE

Size of Organization

All respondents are full-time employees from companies with revenues of \$150 million or more. Forty percent are in companies with revenues of \$5 billion or more; 22% have between \$1 billion and \$5 billion. Fifty-one percent of respondents are in organizations of 10,000 or more employees, with a further 32% in companies of 1,000 to 9,999. Firms with fewer than 1,000 employees make up 17% of the respondent base.

Seniority

Nineteen percent of all respondents were in executive management or board-level positions, with just over one-third (37%) in senior management positions and 35% in midlevel management positions.

Key Industry Sectors

Nineteen percent of respondents work in the financial sector, 17% in technology, and 15% in manufacturing. Eight percent come from consulting. Other sectors are each represented by 7% or less of the respondent base.

Involvement in Customer Experience Practices

Almost half (46%) of respondents are very involved in their organization's customer experience practices, 47% have some involvement, and 7% are not at all involved.

Regions

One-third (33%) of respondents are from North America, and about one-quarter are from Asia (25%) and Europe (26%). Sixteen percent are from the rest of the world.

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