

CX-led
competition:
What does
this mean for
marketing team
structures and
resources?

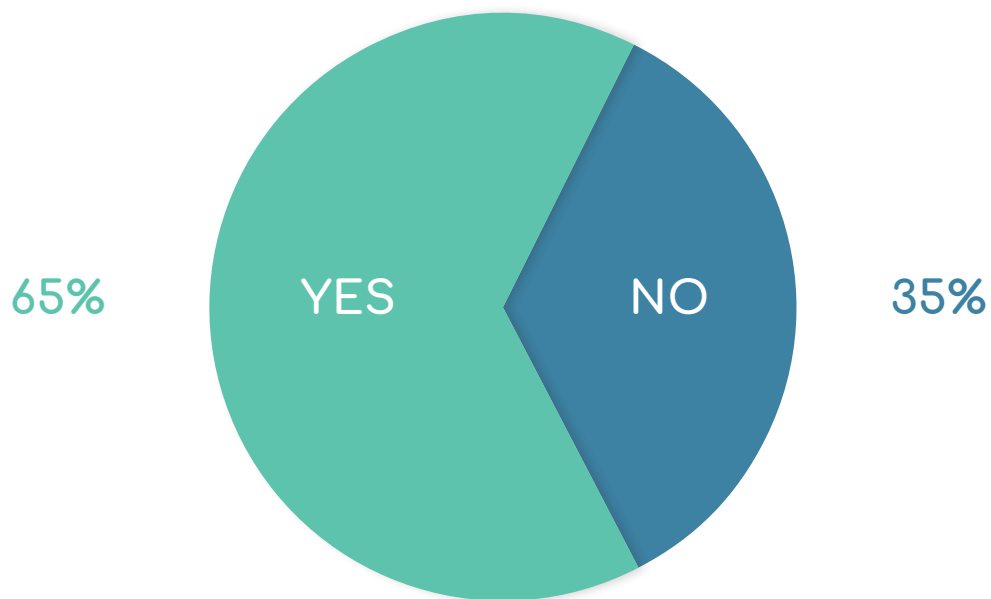
1. Do you believe that Customer Experience (CX) has become a primary driver of growth for your organisation?



Comments

- The addition of a specialist guest experience team has led to a larger, hands-on approach to customer experience in recent months.
- I believe it should, but the battle is proving that it should be.
- Although CX has always been important, transferring it into digital channels is now a key task for both B2B and B2C.
- CX is a cornerstone of the business and is one of the reasons for our rapid growth.
- [No] But it should!

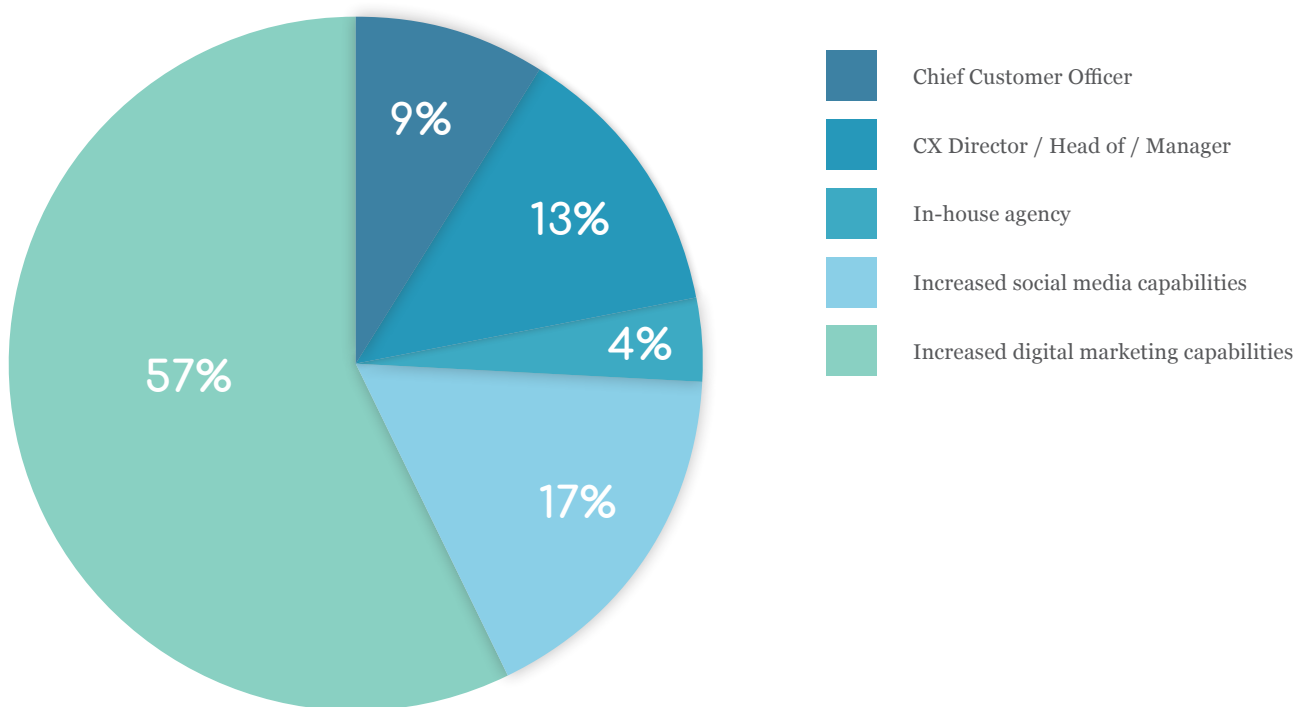
2. Are you having to restructure your team to meet the challenge of the CX-driven world?



Comments

- We are a small company so cannot grow our team – we just have to cope with the resource we have!
- Not immediately, but there will undoubtedly come a time in the near future that a restructure will need to happen to effectively manage the CX on and offline - throughout the customer journey.
- We have split out the team to introduce a new CX specific function.
- Too early to say at the moment, so the answer is actually don't know.
- [No] But we should...

3. What, if any, additional functions are you adding to your business/marketing team to improve CX?



3.1 What, if any, marketing functions are being reduced?

- None.
- Paid media.
- Reduced budget means that we cannot do social and invest in other channels as much as we would like.
- Print media.

4. Thinking about your own organisation, who owns enabling cross functional collaboration (breaking silos) to deliver customer experience innovation?

- Marketing.
- All departments.
- We're still trying to achieve this. There isn't one person who owns it.
- Product/Sales.
- Customer Service Executive.
- Head of Marketing.
- CEO.
- No one x 4.
- This is something that is currently being addressed. The organisation has worked successfully for many years based on the experienced teams, working independently in an offline space. The changing customer behaviour, in particular with the growth in digitisation, is changing too the way in which we work.
- Product team.
- Director of Client Services, Director of Strategy and Director of Operations.
- Managing Director x 2.
- Shared responsibility across the leadership team.
- No one. We're in the process of doing so.
- Head of Sales and Customer Service.
- Cross functional management committee.
- VP Marketing & Customer Experience.

5. What, if any, are the barriers to collaboration that you are experiencing?

- Reluctance from seniors to buy into long-term marketing strategy in the search for quick wins.
- A dated approach to UX and CX.
- Lack of understanding.
- Differing workloads, focus and timings of departments sometimes prevents traction on projects across the business and communication.
- Operational bandwidth to drive the change.
- Time to communicate.
- Change is change. Turning an operation around after many years of working (successfully) is a challenge. But the teams are receptive and understand that closer collaboration is the key to the continued success of the business.
- Availability of time.
- International challenges with remote working, time differences and also with speed of growth facilitating regular collaboration can be challenging.
- Still early days. Currently not part of BAU or anyone's responsibility therefore it's not taking priority.
- Budget.
- Skills.
- Old fashioned ways of working.
- Split priorities within leadership - unless the focus of the collaboration comes from the top, it meets tension at some point.

Comment from Bray Leino CX

It's great to hear that almost everyone who took part in our survey believes that getting Customer Experience (CX) right is vital for business survival and growth. But there's some ambiguity around whose responsibility it is and what other roles should form part of the team. Our experience is that board level sponsorship is required because great CX requires cross organisation cooperation.

That said, the CMO is in a great position to put the C into CX, placing customer-led innovation and collaboration at the centre of the organisation.

The biggest barrier to CX success? Change. More specifically, because change is hard. While identifying possible CX innovations can be relatively easy, success is tied to having a clearly adopted brand purpose ('why we exist') and a method of ensuring shared internal commitment to constant questioning of 'as is' CX.

Our experience is that visual illustrations of mapped customer experience journeys in public office spaces can be a boon to collaboration.

If you're unsure of where to start with CX innovation, give us a shout
hithere@brayleinoCX.co.uk

hithere@brayleinoCX.co.uk

brayleinoCX.co.uk



brayleino[®]
CX