The Experience Imperative:

Customer Experience Executives Share Their Stories

Insights from the Telecommunications Industry

Organizations that embrace Customer Experience (CX) report higher revenue, lower costs, increased customer loyalty, and more engaged employees. In a recent research brief by FORTUNE Knowledge Group in collaboration with North Highland, Chief Customer Officers (CCOs), CEOs, and other CX executives shared their experiences. When examined by industry, powerful insights emerged.

> *"The first question that gets asked in any meeting is, 'What is the customer insight?"*
>
> — Jonathan Earle, Head of Strategy, Planning, Innovation & Experience, Telefónica UK

New challenges for a new age

The telecommunications industry is feeling pressure to evolve on many fronts: Price competition, new products and services, and better customer support across an increasingly broad array of platforms—all while keeping a converging network stable, growing, and secure. Forward-thinking CX executives are preparing their organizations to leverage the opportunity that new technology and connected devices promise by empowering their employees to think deeply about the future needs of their customers. The Internet of Things, very much on the minds of telecommunications executives, means new devices, connections, partners, applications, services, and customer needs.

In our interviews with telecommunications executives, three key themes surfaced:

1. Don't leave data on the table.

Telecommunications organizations are data-intensive businesses, where customer and performance data exist across silos, based on function. As more industries adopt new technologies as part of their operations, rich but isolated datasets will become the norm. Integrating data for analysis is a technical challenge, but has rich potential benefits for CX futures thinking.

2. Invest in company culture through ongoing training and development.

A forward-focused environment requires employees at every level to have working expertise in CX skills and techniques tailored for their specific job functions. Mastery of iteration, collaboration, and prototyping will prepare employees to invent the products that will work on new platforms.

3. Support employees to work productively with outside partners.

New entrants to the telecom space—players like Amazon, Google, and Skype have the potential to be competitors, partners and customers. This is increasingly true in all industries. The cognitive dissonance can be challenging to manage, but may be essential to future success.