CASE STUDY

Tactics for Winning Executive Support for your CX Program

Abhijeet (Abby) Singh is ANZ's VoC Lead of TTI Inc, leading manufacturers of power tools, outdoor and floor care equipment. Abby outlines how to overcome early CX challenges, gather quick wins and lock in executive support needed to embed a VoC program

KEY TAKEAWAYS:

- A regular cadence of senior management meetings can be critical for getting senior leadership invested in the "why" behind CX results and earning leadership buy-in

- To increase response rates, tell the customer what you will do with their data

- Utilise customer journey mapping to understand nuanced differences in ideal survey types, collection methods, as well as frequency of surveys

- Implement multi-channel feedback collection to understand a holistic view of the customer

TTI began its CX journey in early 2018 and one of the first challenges has been to demonstrate fundamental value of the program and achieve leadership buy-in for CX initiatives. None of TTI's global competitors have a known VoC/NPS program, and due to lack of industry benchmarks, it was a challenge to understand what could be classified as a "good" customer experience. As a retail and manufacturing business, the legacy viewpoint of customer experience was, "we aren't a bank, so why does customer feedback matter to us?"

To overcome the initial scepticism of CX from senior leadership, TTI's CX team quickly learnt that if they could effectively communicate the impact of customer experience to the leadership team, management would be more invested in CX outcomes.

The CX team at TTI decided to expand their remit to not only focus on CX, but to work with the broader business to understand all experiences spanning from TTI's brand, purchase, product and service. Two specific tactics for overcoming initial perception were to implement senior management insights meetings every month to showcase weekly CX reports and set up a quarterly advocacy board for VoC initiatives.

Another challenge faced by the business is servicing customers within a complex business model. TTI has three distinct segments (business-to-consumer, business-to-business, business-to-dealers/retail-partners) and multiple brands under one roof, which presents the challenge of which segment to tackle first and how to collect feedback from each customer group.

In the first phase of its program rollout, TTI has focused on understanding the end B2C user and have launched a multi-brand, multi-channel feedback collection program to gather insights from the website, call centres and service repair experiences.

Several early wins have surfaced in the last six months alone. TTI has seen an expansion of the closed-loop team, and have seen CX engagement across the business. For the first time, TTI leadership wants to understand the 'why' behind CX results—a positive indicator for evolving and embedding a sustainable VoC program.

The next phase of its program is to focus on the B2B and B2R (dealers and retail partners) component to achieve a holistic view of the customer experience and discover opportunities to improve the downstream experience to customers.

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