



## CX GOVERNANCE INFOGRAPHIC

# Which Governance Approach Works For You?

Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. No matter how your organisation is structured, your business will be able to find an option best suited to your needs and achieving your business objectives and CX goals.

	<b>DIRECTIVE</b> <b>Global</b>	<b>CONSENSUS BASED</b> <b>Global</b>	<b>DISPERSED</b> <b>Local</b>
<b>What does this approach look like?</b>	<p><b>DIRECTIVE</b></p> <p>Driven by head office, this approach to international programmes applies a top down process to programme design, for reasons of efficiency and consistency, albeit with allowances for some limited localisation.</p> <p>In this model, multi-market initiatives are structured and project managed by a central customer experience practitioner or team.</p>	<p><b>CONSENSUS BASED</b></p> <p>This approach is a hybrid, consisting of a global core with regional variations.</p> <p>This approach delivers greater flexibility, and therefore requires greater effort to roll out and expand.</p> <p>The core will typically cover 80% of design requirements, with the local markets having the opportunity to build out questions, reporting etc that is specific to their needs and requirements.</p>	<p><b>DISPERSED</b></p> <p>A dispersed model allows for the running of different aspects of a CX programme in different markets and through different vendors.</p> <p>A Central team may share data, tools and coaching to enable business units and markets to identify and execute action, but responsibility is distributed out.</p>
<b>Typically, What Type of Organisation Does This Apply To?</b>	<p><b>DIRECTIVE</b></p> <p>Centralised companies and/or those with high levels of organisational wide consistency through business units and geographies. Companies with a 'top down' culture.</p>	<p><b>CONSENSUS BASED</b></p> <p>Where regional business units or market conditions are fundamentally different from each other.</p>	<p><b>DISPERSED</b></p> <p>Where local entities have freedom to operate locally, or where historically there has been limited central control.</p>
<b>The Advantages</b>	<p><b>DIRECTIVE</b></p> <p>The centralised model consists of a customer experience leader with clear direct-line support from an executive or executives where insights gathering, data analysis and improvement initiatives are all managed in one function – and the work to improve customer experience is assigned and followed up on by the central function, with high visibility from the C-suite.</p> <p>Programme success can be easier to achieve if governance is managed by a tight, centralised team. This team can then collaborate and fast become a Centre of Excellence.</p> <p>Clear roles and responsibilities can speed up decision making, rollouts and change management.</p>	<p><b>CONSENSUS BASED</b></p> <p>Very flexible, driven by the countries or segments representatives, meet the global standard but is tailored to specific region they manage.</p> <p>The CX Programme is co-created with stakeholders drawn from key local and central parts of the business.</p> <p>Enterprises benefit from a wider pool of resources and this can scale a programme and energise the whole organisation.</p> <p>Takes advantage of customer-oriented thinking and approaches in multiple functions. The customer experience practitioner acts as an advisor, sharing best practices, data and insights.</p> <p>The work is done in the regions, functions and product teams. Governance is generally oriented toward facilitating and sharing between groups that may not regularly interact with one another.</p>	<p><b>DISPERSED</b></p> <p>Decision makers own the actions so decision making is fast and efficient which enables organisations to implement change fast and also test new methods.</p> <p>The central team supports only if asked, local entities have freedom to operate locally.</p>
<b>The Challenges</b>	<p><b>DIRECTIVE</b></p> <p>Insights and actions to take can lose traction if they are seen as imposed from the centre.</p> <p>Some markets might not engage as much as others. Buy-in may weaken with distance from the centre.</p>	<p><b>CONSENSUS BASED</b></p> <p>Convincing senior and local stakeholders to get them onboard democracy requires a strong CX team to govern "wayward" regions.</p> <p>Potential lack of knowledge sharing and skills development between teams in different regional silos.</p> <p>The hardest of the 3 Governance models to manage.</p>	<p><b>DISPERSED</b></p> <p>Expertise and resource may be lacking in some parts of the business, which will impact the ability to deliver successful outcomes from CX.</p> <p>Different ways of measuring the customers experiences being delivered can make central decisions a real challenge.</p> <p>Time to insight at a central level can be lengthened, with more focus on solving for differences rather than a focus on the experiences being delivered.</p>
<b>How Can You Inspire And Involve Others In The Business?</b>	<p><b>DIRECTIVE</b></p> <p>Involve regional champions from the start and use them to drive engagement in the regions.</p> <p>Clearly communicate the importance of the mission to the whole company. Communicate benefits to all stakeholders.</p> <p>Secure public sponsorship from CEO / ELT.</p> <p>Ensure clear, evidence based recommended actions communicated from senior management at the centre.</p>	<p><b>CONSENSUS BASED</b></p> <p>Embed the programme within regional teams, integrate with performance measurement.</p> <p>Provide clear, evidence based recommended actions co-created in central team / business unit workshops</p> <p>Find a way to recruit and involve regional champions in the campaign from the start and use them to drive engagement in the regions. Support this with a significant engagement, communications campaign.</p>	<p><b>DISPERSED</b></p> <p>Ensure that the central team provides insightful data and provides coaching to employees across different business units to identify areas for improvement and change.</p> <p>Create actions based on insights which drive value to the business and is in lign with the organisations key objectives and goals to ensure everyone is on the same page.</p>
<b>What Should You Be Looking For In Your Selected CX Vendor?</b>	<p><b>DIRECTIVE</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Experience working with large global organisations</li> <li><input checked="" type="checkbox"/> Ability to design, build and enable programmes in multiple languages</li> <li><input checked="" type="checkbox"/> Supplier with set of proven governance models</li> <li><input checked="" type="checkbox"/> A vendor who continuously monitors the success of the programme and provides actionable recommendations to improve</li> </ul>	<p><b>CONSENSUS BASED</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Experience working with hybrid organisations</li> <li><input checked="" type="checkbox"/> The ability to share data and insights in multiple regions and languages</li> <li><input checked="" type="checkbox"/> Flexibility and scalability</li> <li><input checked="" type="checkbox"/> Expertise to train CX best practices and share to harmonise teams in different regions</li> <li><input checked="" type="checkbox"/> A vendor who continuously monitors the success of the programme and provides actionable recommendations to improve</li> </ul>	<p><b>DISPERSED</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Experience working with dispersed organisations</li> <li><input checked="" type="checkbox"/> The ability to ingest and integrate from multiple data sources</li> <li><input checked="" type="checkbox"/> A vendor who is able to provide a hybrid of strategic services as well as intuitive technology</li> <li><input checked="" type="checkbox"/> A vendor who continuously monitors the success of the programme and provides actionable recommendations to improve</li> </ul>