

Fonterra's Journey to Organisation-Wide CX Focus



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To be successful at getting organisation-wide buy-in to customer experience, Fonterra's VoC team first had to make stakeholders feel that, while the design was guided by best practice case studies and recognised frameworks, the program itself was made by Fonterra for Fonterra as opposed to a framework designed for another organisation. The program was set up to solve Fonterra's unique business challenges and reflect Fonterra's unique ways of working.

This included recognising that KPIs were a distraction to having an honest review of how they move forward as an insights to action orientated CX organisation. So, KPIs were taken out, and more robust conversations on how teams can act on customer feedback and create better experiences took their place.

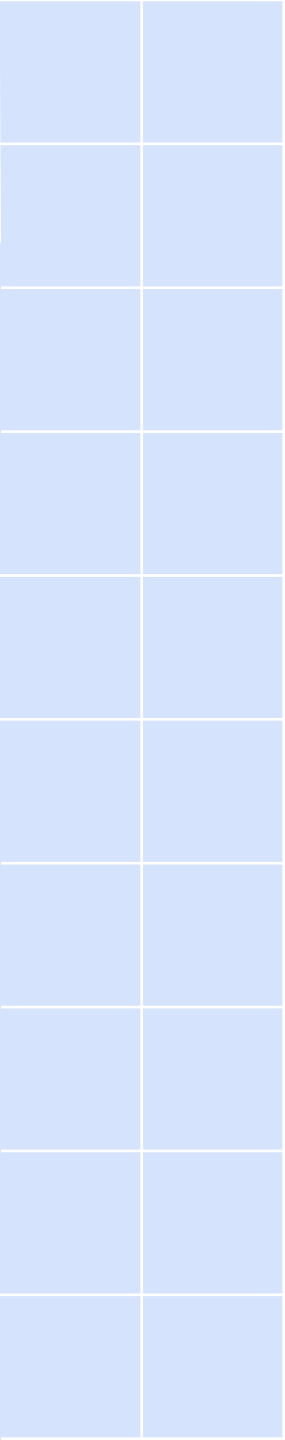
The theme of making a program unique to Fonterra continued with the design process. Instead of a co-design framework,

Fonterra used a 'coached design' approach, getting high engagement from their teams during design sessions.

This meant providing concepts to build on rather than starting with a blank canvas. The business also leveraged multiple SME groups to provide guidance during the design, to ensure a diverse representation of perspective.

Even though it took the business a year to set up the program, it was set up with the end in mind, and it saved time in the long run by avoiding future obstacles.

Next, Fonterra needed a simple framework to bring the VoC program to life.



Keeping the VoC program framework simple with a four- stage insights-to-action program:

- Listen to customers
- Analyse well to have clear insights and provide focus
- Take action, and do this together as cross-functional teams where needed
- Engage customers in the actions so they know they are being listened to.

Lastly, Fonterra used VoC to enable their various teams, helping them deliver what customers are looking for more effectively and efficiently.

Rather than just reporting numbers, The VoC team weaved in storytelling to share successes and learnings to gain engagement from the wider organisation.



Pro Tips

1

Align Your Program

Develop your program around the specific needs and values of your organisation and make it your own to gain relevance.

2

Keep It Simple

Keep things simple so it's easier for teams to go on a journey with you.

3

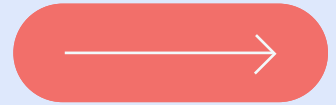
Engage Stakeholders

Use VoC to empower stakeholders in their roles and jobs to be done.



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