



Nancy Rademaker  
International Keynote Speaker

# **The X Factor of Customer Centricity**

**Survival in the New Normal**



4 minutes to dial  
this number



The Clash



## The Clash

# The New Normal



Digital is  
a novelty



Digital is  
a novelty







**Digital is  
a novelty**

**Digital is  
a norm**



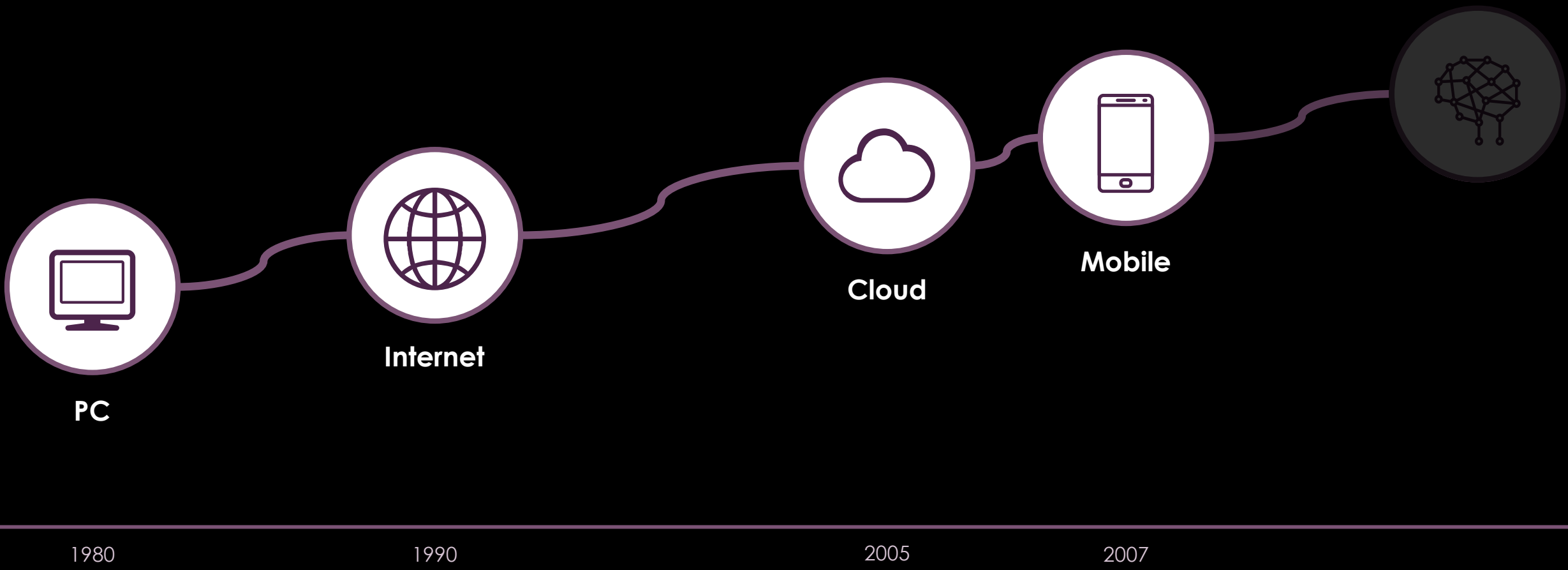


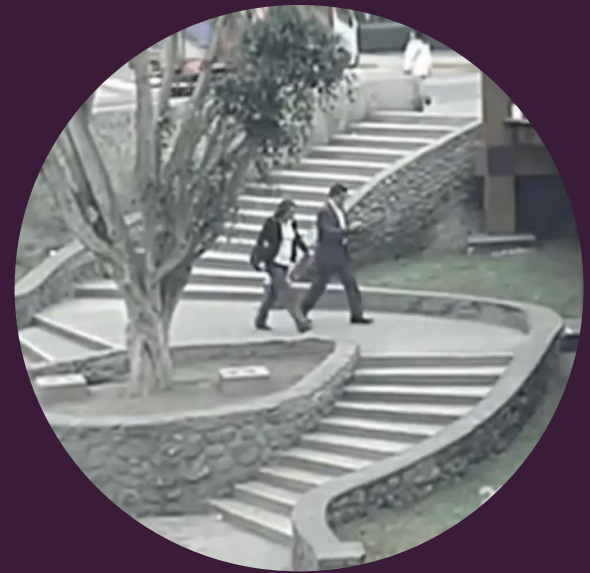
**Digital is  
a norm**

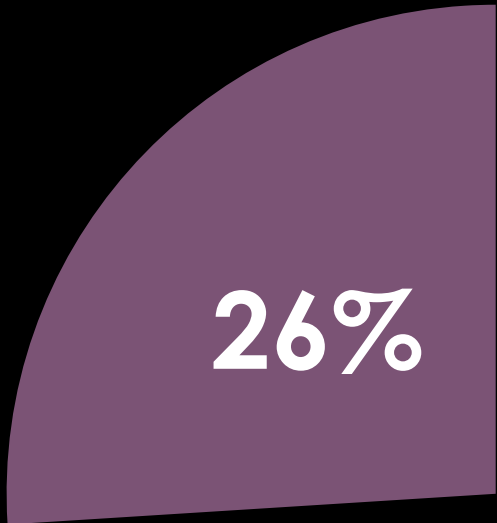
**Now!**

**Digital is  
a novelty**









**2018**

**of executives predict  
significant industry  
disruption in the next 3  
years**





2019

73%

of executives predict  
**significant industry  
disruption in the next 3  
years**

# SIGNIFICANT INDUSTRY DISRUPTION

**NEW**  
TECHNOLOGIES

**NEW**  
COMPETITION

**HIGHER**  
EXPECTATIONS

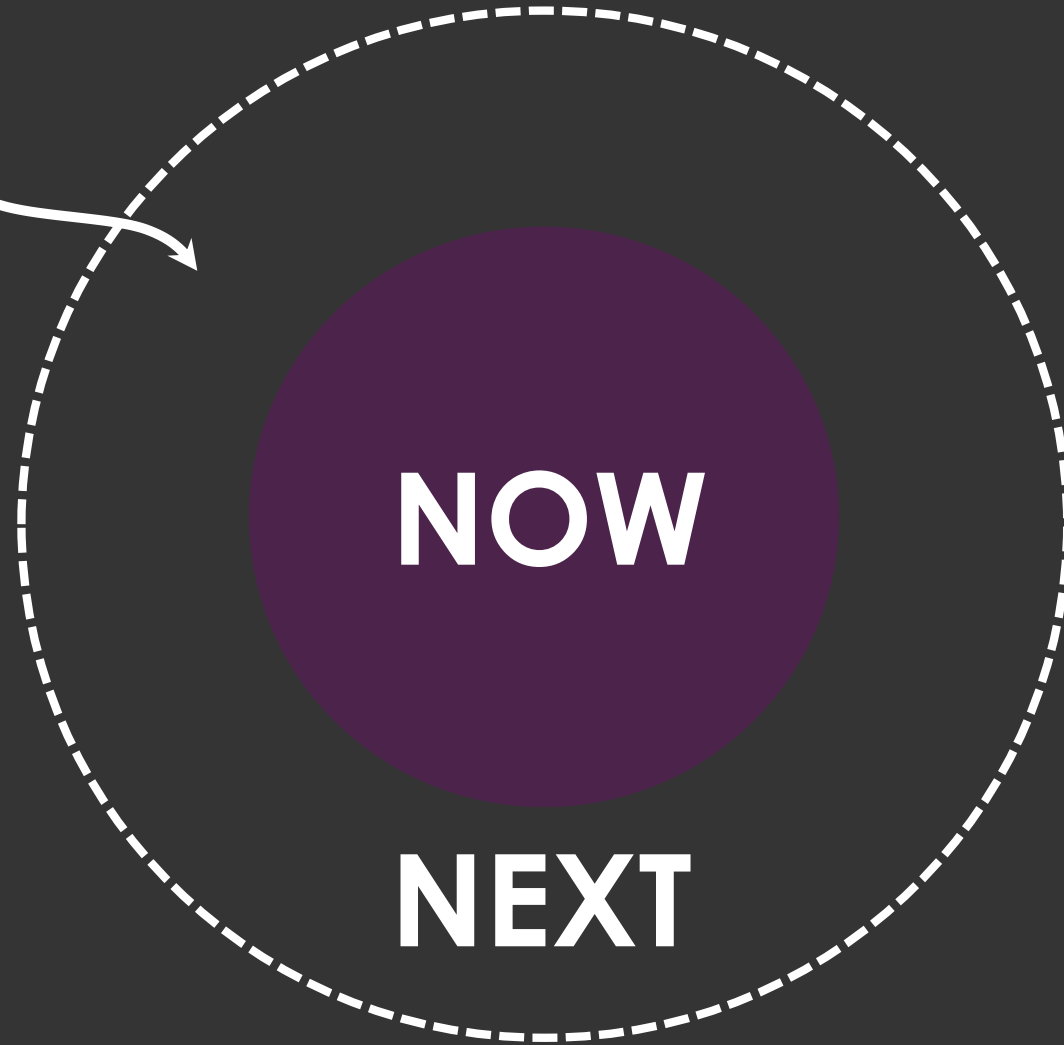


# Massive splits





# 3 LEVELS OF INNOVATION



**BEYOND**





**Improve the NOW**

**Create the NEXT**

**Imagine the BEYOND**





**Technology  
has changed  
companies**



Technology  
has changed  
humans







- i**nformed
- i**ndividualistic
- i**mpatient
- i**ntuitive
- i**nfluenced



**nformed**

JAN  
2019

# DIGITAL AROUND THE WORLD IN 2019

THE ESSENTIAL HEADLINE DATA YOU NEED TO UNDERSTAND GLOBAL MOBILE, INTERNET, AND SOCIAL MEDIA USE

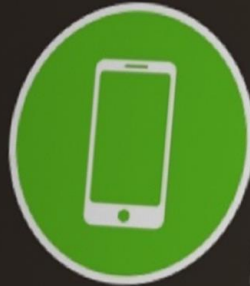
TOTAL  
POPULATION



**7.676**  
BILLION

URBANISATION:  
**56%**

UNIQUE  
MOBILE USERS



**5.112**  
BILLION

PENETRATION:  
**67%**

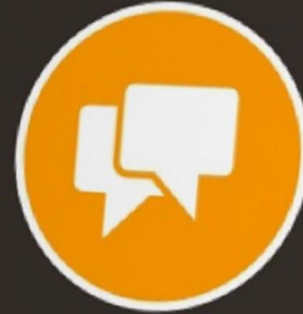
INTERNET  
USERS



**4.388**  
BILLION

PENETRATION:  
**57%**

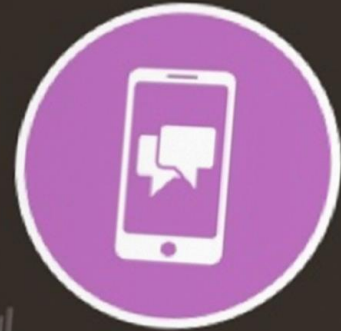
ACTIVE SOCIAL  
MEDIA USERS



**3.484**  
BILLION

PENETRATION:  
**45%**

MOBILE SOCIAL  
MEDIA USERS



**3.256**  
BILLION

PENETRATION:  
**42%**

SOURCES: POPULATION: UNITED NATIONS, U.S. CENSUS BUREAU. MOBILE: GSMA INTELLIGENCE. INTERNET: INTERNETWORLDSTATS; ITU; WORLD BANK; CIA WORLD FACTBOOK; EURO STAT; LOCAL GOVERNMENT BODIES AND REGULATORY AUTHORITIES; MIDEASTMEDIA.ORG; REPORTS IN REPUTABLE MEDIA. SOCIAL MEDIA: PLATFORMS' SELF-SERVE ADVERTISING TOOLS; PRESS RELEASES AND INVESTOR EARNINGS ANNOUNCEMENTS; ARAB SOCIAL MEDIA REPORT; TECHRASA; NIKI AGHAEI; ROSEERU. (ALL LATEST AVAILABLE DATA IN JANUARY 2019).

 **Hootsuite**™ we  
are  
social



Dear Santa,  
How are you? I'm good.  
Here is what I want for  
Christmas.

[http://www.amazon.com/gp/product/B0032HF60M/ref=59\\_hps\\_bw\\_g21\\_1r03?pf\\_rd\\_m=ATVPDKIKXODER&pf\\_rd\\_s=center-3&pf\\_rd\\_t=101&pf\\_rd\\_p=1329901542&pf\\_rd\\_i=16579](http://www.amazon.com/gp/product/B0032HF60M/ref=59_hps_bw_g21_1r03?pf_rd_m=ATVPDKIKXODER&pf_rd_s=center-3&pf_rd_t=101&pf_rd_p=1329901542&pf_rd_i=16579)

JAN  
2019

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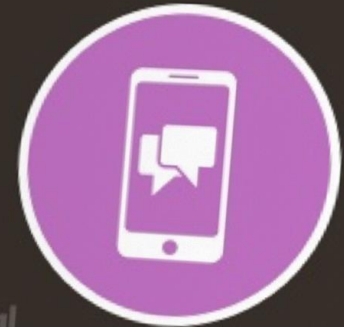
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 **Hootsuite™** we are social



# Changing times

THEN

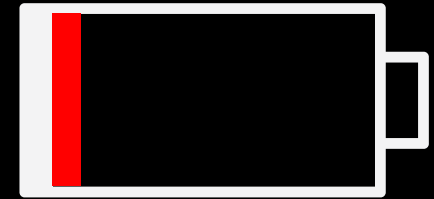
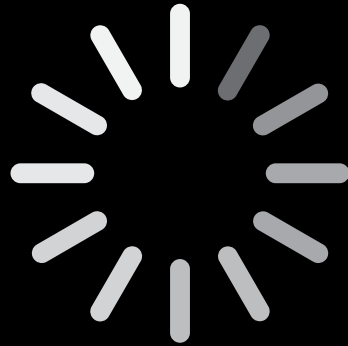


NOW



Changing times

# 3 biggest fears of our generation





**ACHTUNG !**  
**SMOMBIE !**



允许使用手机  
但风险自担  
CELLPHONE'S  
LANE  
WALK IN THIS  
LANE AT YOUR OWN

请勿使用手机  
NO CELLPHONE'S



# Overloaded





**individualistic**





**Customers are the center of  
their very own universe**



# We put ourselves in the center of the picture







 **mpatient**

□ □ : □ □ : □ □ : □ □ : □ □ : □ □





I BEG YOUR PARDON, MISS--  
PERHAPS I HAVE NO  
RIGHT TO PEY INTO YOUR  
AFFAIRS, BUT- I'D  
LIKE TO HELP  
YOU-- MY  
NAME IS  
RICHARD  
TEMPLE!

TEMPLE? THE GREAT  
DETECTIVE? WHY-- I  
WAS GOING TO CALL  
YOUR OFFICE AS  
SOON AS I LEFT HERE  
FOR AN APPOINTMENT  
TONIGHT!



I'M AFRAID YOU'D HAVE  
MISSED ME, BUT

MISTER  
TEMPLE

SUPPOSE  
YOU BEGIN

ROBERTS... MADELON  
ROBERTS... I'M A

I START TOMORROW MORNING.  
ONLY 8:00 & 11:00





citizenM says:  
your beauty sleep awaits  
not that you need it.

check-in

check-out

services

renewal





The Amazon Go logo is displayed in white text on a dark background. It features the word "amazon" in a lowercase, sans-serif font, followed by the word "go" in a similar font. A white arrow curves under the "a" in "amazon" and points towards the "o" in "go".

# amazon go

Welcome to Amazon Go and the world's most advanced shopping technology. No lines, no checkout—just grab and go!

**NO LINES. NO CHECKOUT.**  
(NO, SERIOUSLY.)

**JUST WALK OUT  
SHOPPING**





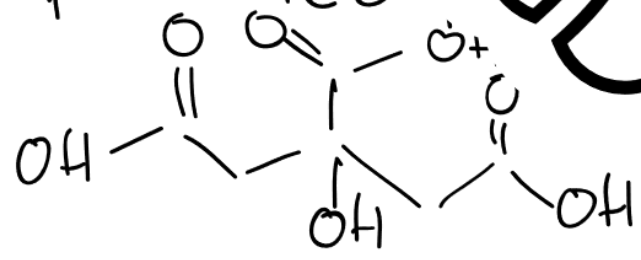
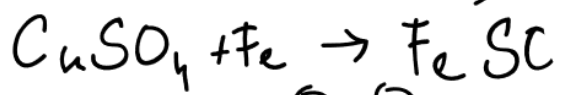
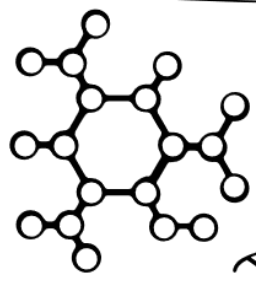
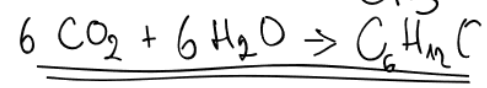
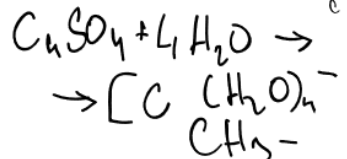
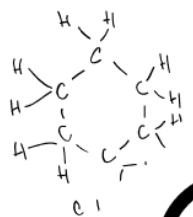
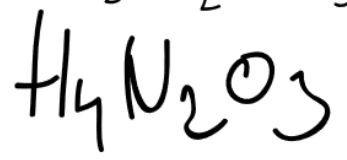
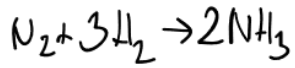
**Do not steal time**



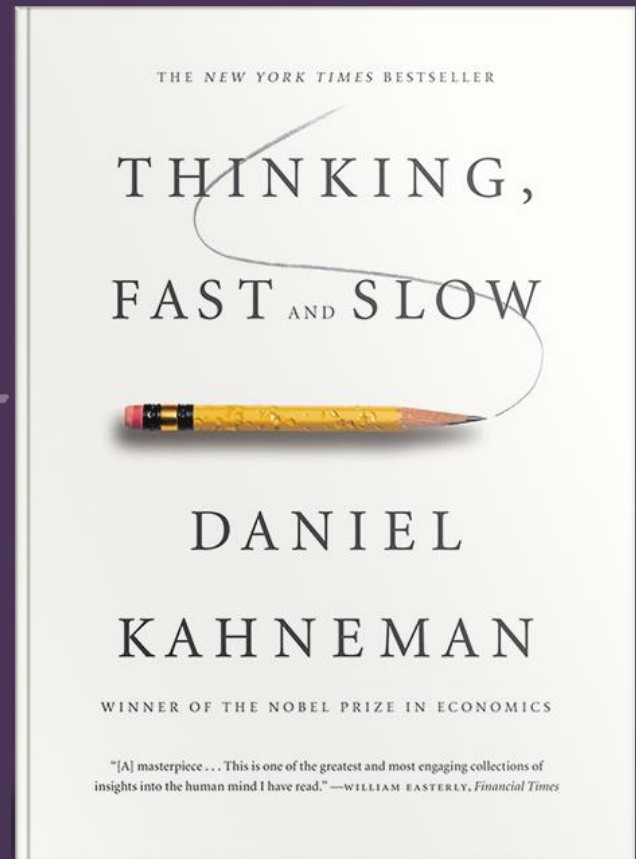


 **ntuitive**









WE CAN MAKE OR  
BREAK A BRAND



DELTA

DONT'T EXPECT LUGGAGE TO ARRIVE

FedEx®

It's probably broken



We have a salad bar for some reason



\$2000 facebook machines





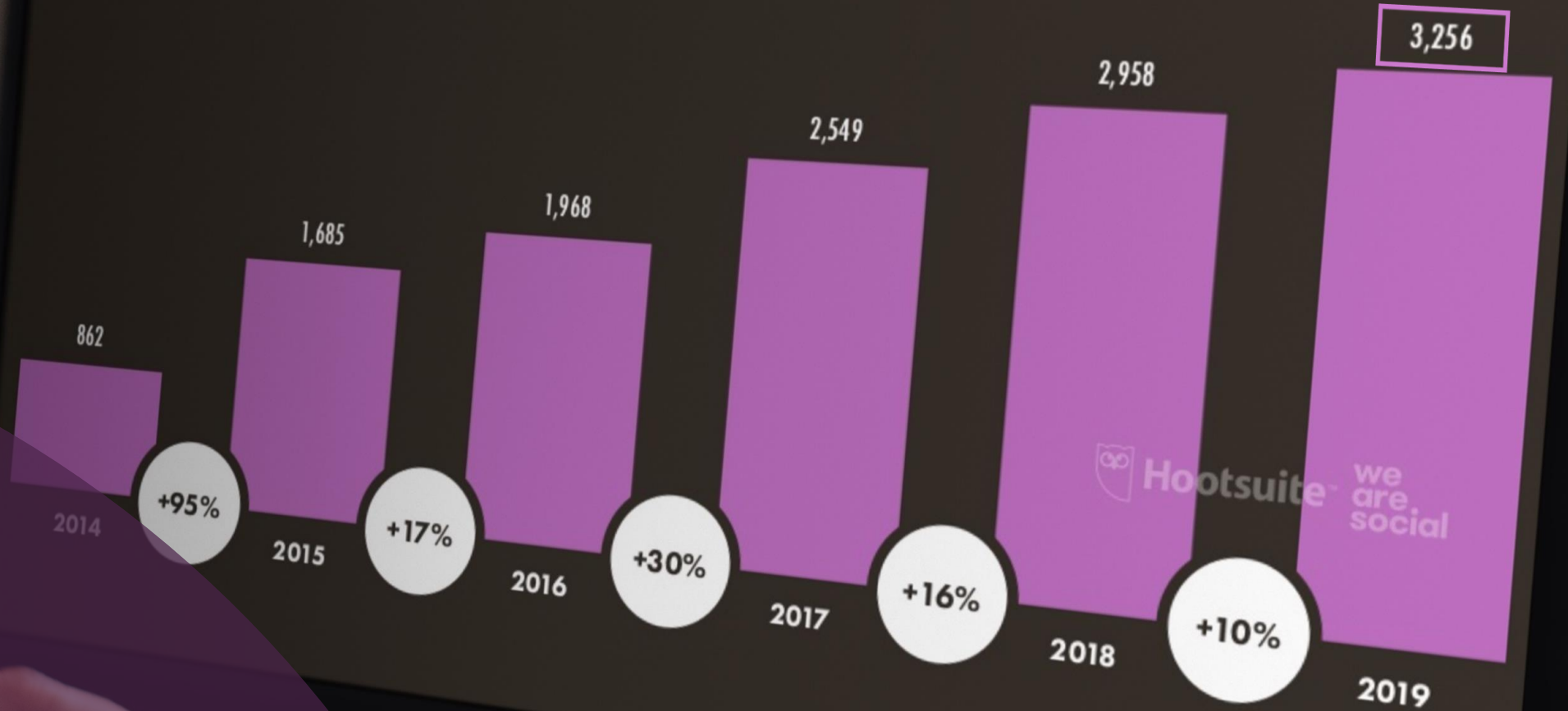


influenced

JAN  
2019

## MOBILE SOCIAL MEDIA USERS OVER TIME

NUMBER OF MOBILE SOCIAL MEDIA USERS (IN MILLIONS), WITH YEAR-ON-YEAR CHANGE



**75%**

**DO NOT BELIEVE  
COMPANIES  
TELL THE TRUTH  
IN ADS**





**78%**

**Trust peer  
recommendations**

Traditional  
mass media  
campaigns  
are losing  
impact

Book Your Trip Now!  
[www.WeTravel.com](http://www.WeTravel.com)

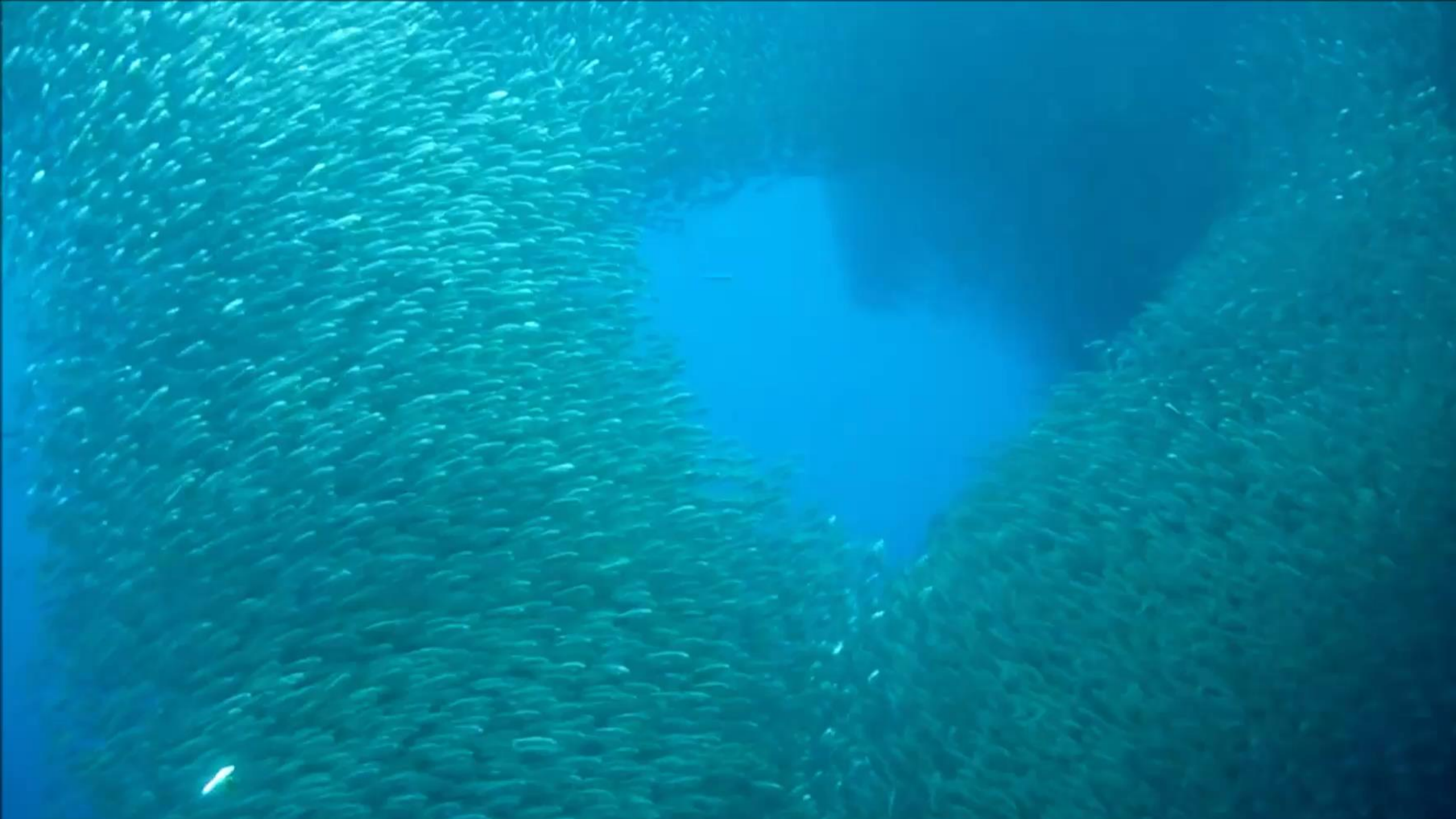
SAVE 50% OFF  
When you book 4 nights or more.\*

WeTravel  
Getaway with us.

Post... \*Your Name travel has over 60 years of experience as a travel... providing amazing deals for your dream vacation with... experienced, friendly travel experts.



- i**nformed
- i**ndividualistic
- i**mpatient
- i**ntuitive
- i**nfluenced



**V**OLATILE

**U**NCERTAIN

**C**OMPLEX

**A**MBIGUOUS





“The **rate of change** is not going to slow down anytime soon”



John Kotter

“The only constant is change.  
And the **rate of change** is increasing”

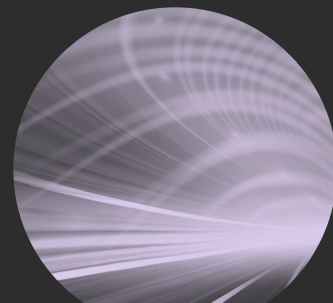


Peter Diamandis

“We live in an age where the  
**rate of change** is colossal”



Salman Rushdie



In the new normal

*Agility*

is

**CRUCIAL**



Strategy becomes

*Fluid*



# WHAT CAN WE LEARN FROM DISRUPTORS?



NETFLIX



Uber



courseera



DON'T START WITH THE  
PRODUCT.

START WITH THE

*Customer*





““

We're not competitor obsessed, **we're customer obsessed.** We start with the customer and we work backwards.

””

- Jeff Bezos, CEO Amazon



# THE BATTLE FOR THE CUSTOMER

**CX**

**COMES FIRST.**





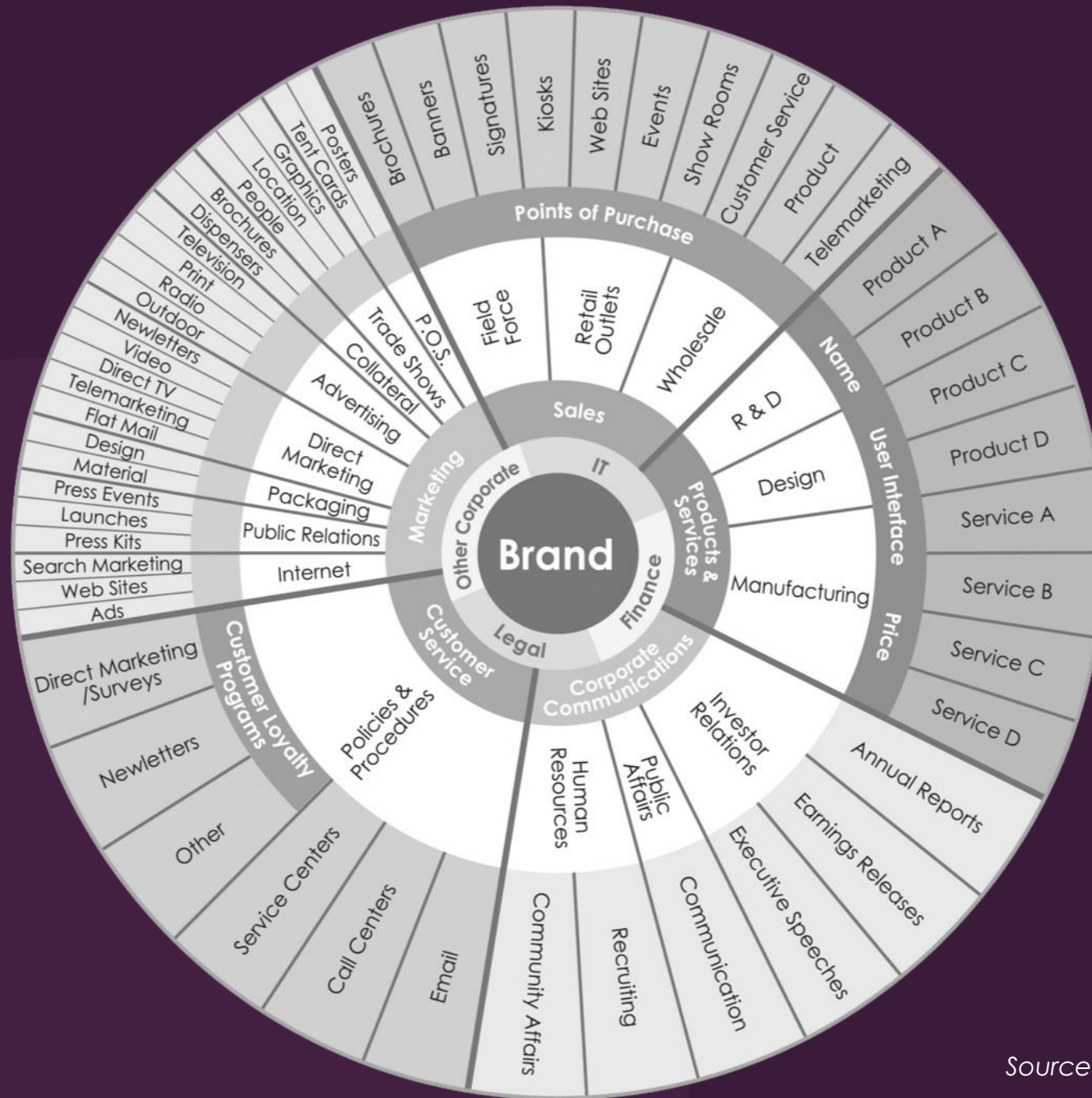
# Customer EXPERIENCE

a customer's **PERCEPTION** of his interaction with **any part** of an organization, relative to his **expectations**.

Influences **BEHAVIOUR**

Builds **MEMORIES**





Source: Denis Lee Yohn



Design  with the

*Customer*

in mind



**50%** of the CX involves **EMOTIONS**



"Yes"

"No"



Take a look at  
ALL of the  
customer behaviour











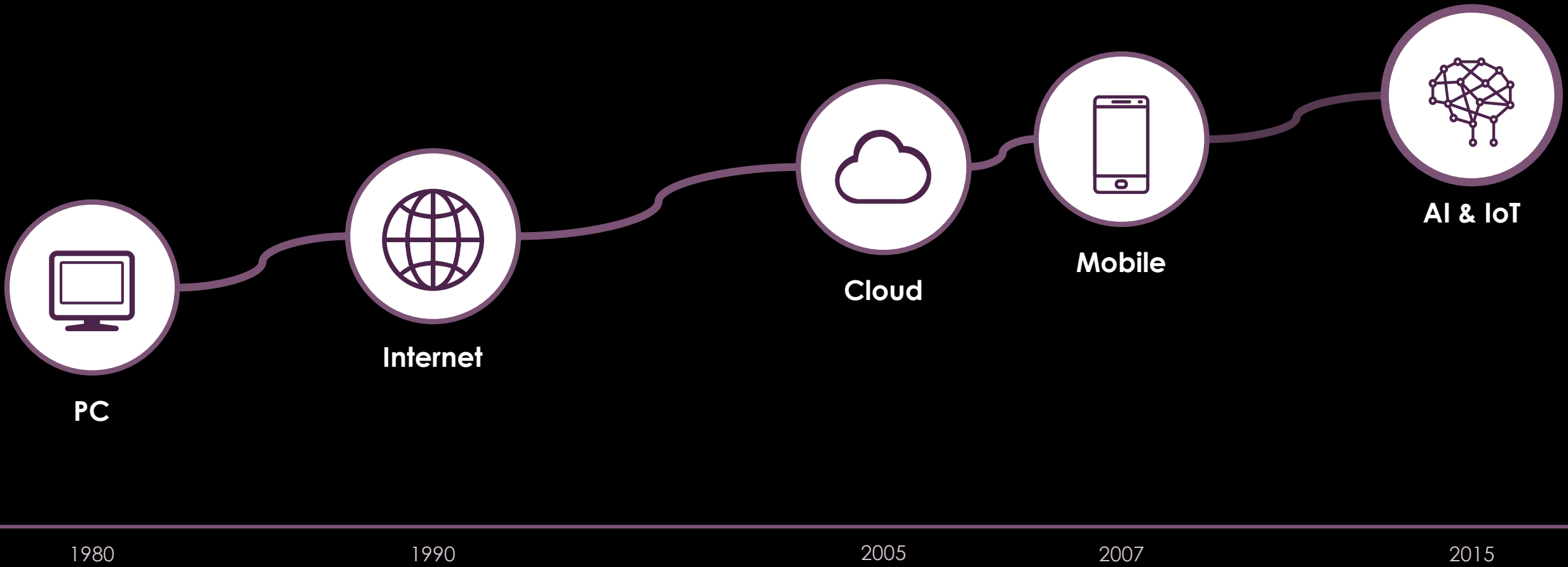


# Big data



# AI





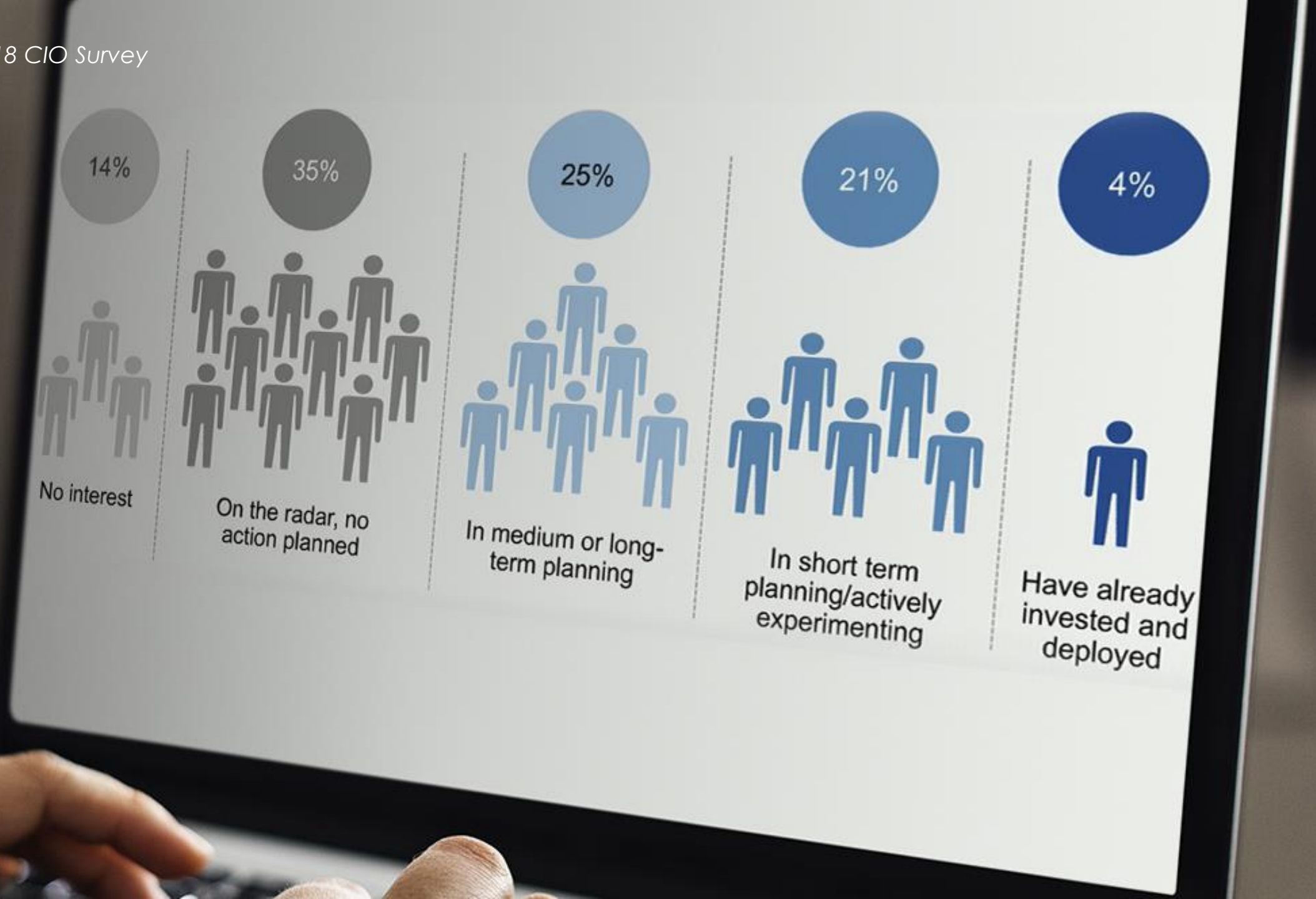


“

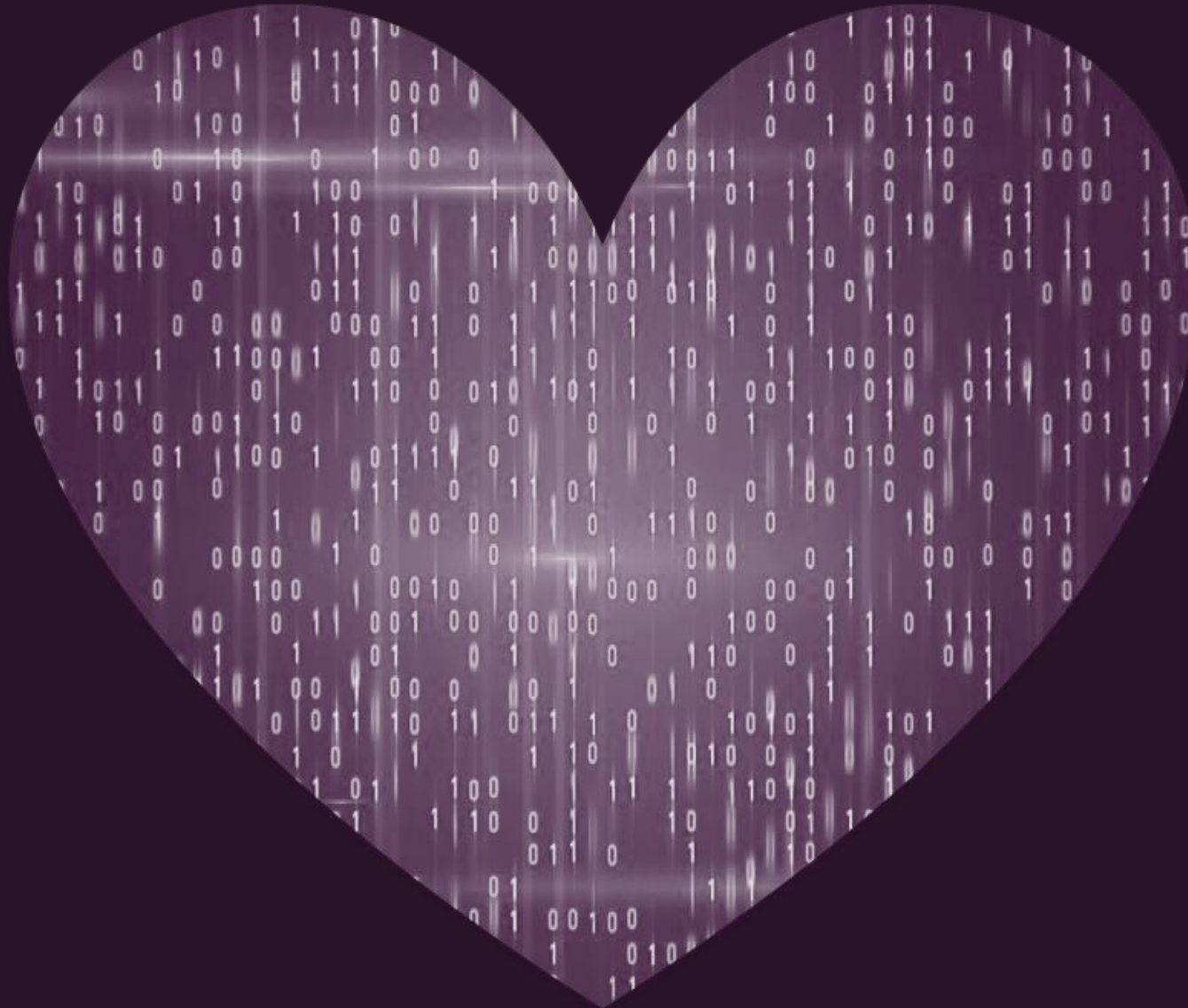
*If you don't have an AI strategy,  
you are going to die in the world  
that's coming.*

- Devin Wenig, CEO eBay

”



# Data is at the heart of the matter



“Companies will be valued not just on their big data, but on the **algorithms** that **turn that data into actions** and impact customers.”

- Peter Sondergaard  
SVP, Research, Gartner





# Algorithms already influence



Who we talk  
And listen to



What we  
Listen to



Where we  
Drive



What we  
Watch



**NETFLIX**



Who we vote  
For



# Algorithms already influence



Who we date



tinder™



What we read



amazon.com



Where we eat



Google



How much we pay



Booking.com

# Analytics vs. Algorithms



# Analytics vs. Algorithms

Level of Intelligence



Algorithms bring  
**PREDICTIONS**



Analytics bring  
**INSIGHTS**

Past

Present

Future





**Process optimization**



**Forecasting**



**Customer Service**



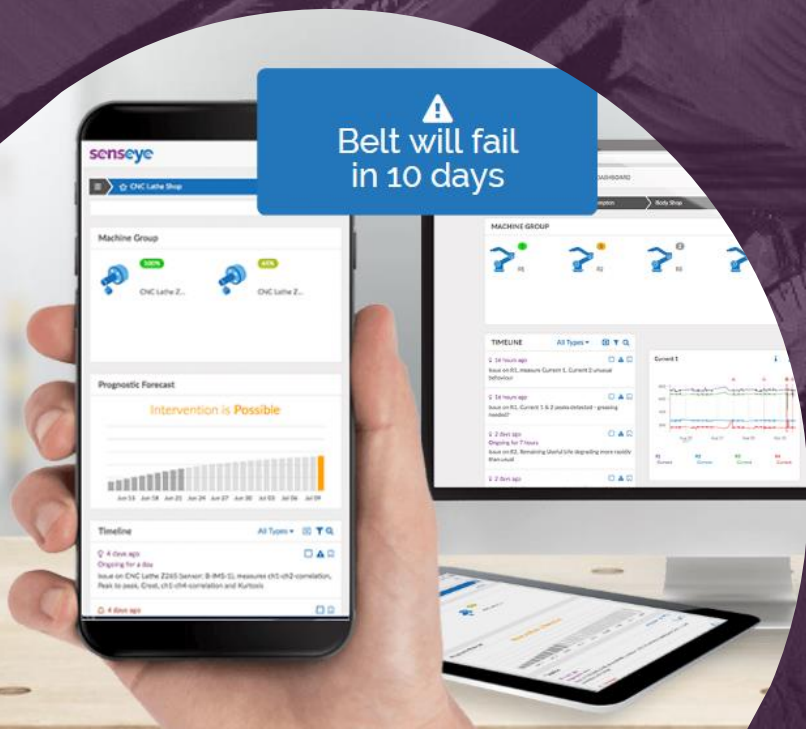
**Diagnostics**



**Sales**



# Machines don't have to break.



Temperature  
affecting sales



# More data

Even more  
Sales



Smarter  
Algorithms

Happier  
Customers

Smarter  
Products & Services





More data



Even more  
Sales

Smarter  
Algorithms

Happier  
Customers

**Smarter  
Products & Services**

More data



Even more  
Sales

Smarter  
Algorithms

**Happier  
Customers**

Smarter  
Products & Services

More data

Even more  
Sales

Smarter  
Algorithms



Happier  
Customers

Smarter  
Products & Services

# “AI’s Virtuous Cycle”

More data

Even more  
Sales



Smarter  
Algorithms

Happier  
Customers

Smarter  
Products & Services



**Monetize  
the data**





**As little as 1% of industrial data is being used today**

*Source: mckinsey & company*



# Insights are buried in silos of data

CTR  
14.65%  
↑ 10.6%



Quality Score  
9.38  
↓ -0.1%







**WTF?**

**What's the Future?**

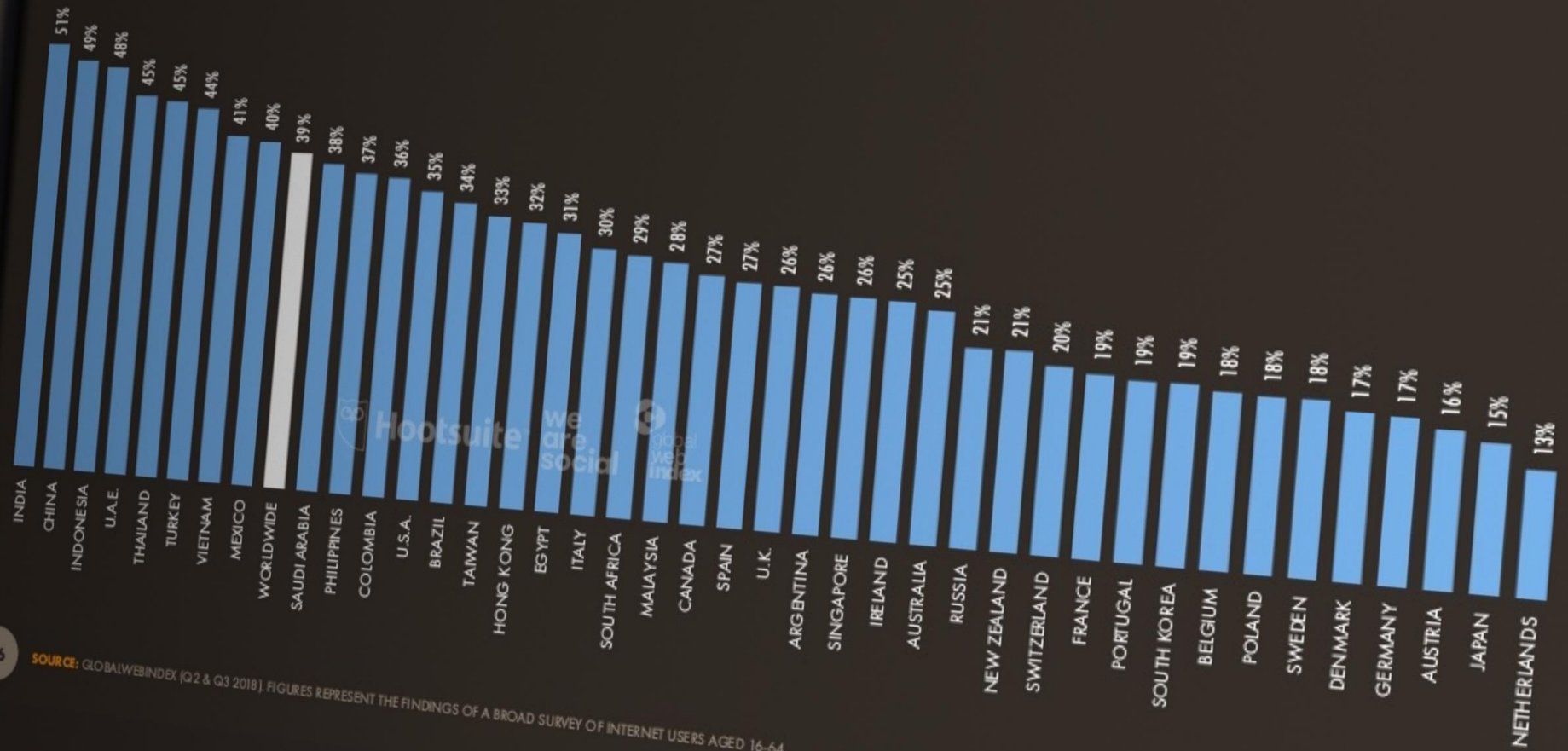
iPhone of the  
next decade



JAN  
2019

# USE OF VOICE SEARCH & VOICE COMMANDS

PERCENTAGE OF INTERNET USERS IN TOP ECONOMIES WHO REPORT USING VOICE-CONTROLLED FUNCTIONALITY (ANY DEVICE)



56

SOURCE: GLOBALWEBINDEX (Q2 & Q3 2018). FIGURES REPRESENT THE FINDINGS OF A BROAD SURVEY OF INTERNET USERS AGED 16-64.

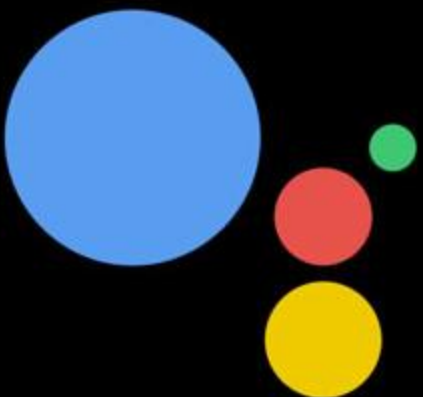


<b>Web</b>	<b>10</b>
<b>Mobile</b>	<b>3</b>
<b>Voice</b>	<b>1</b>

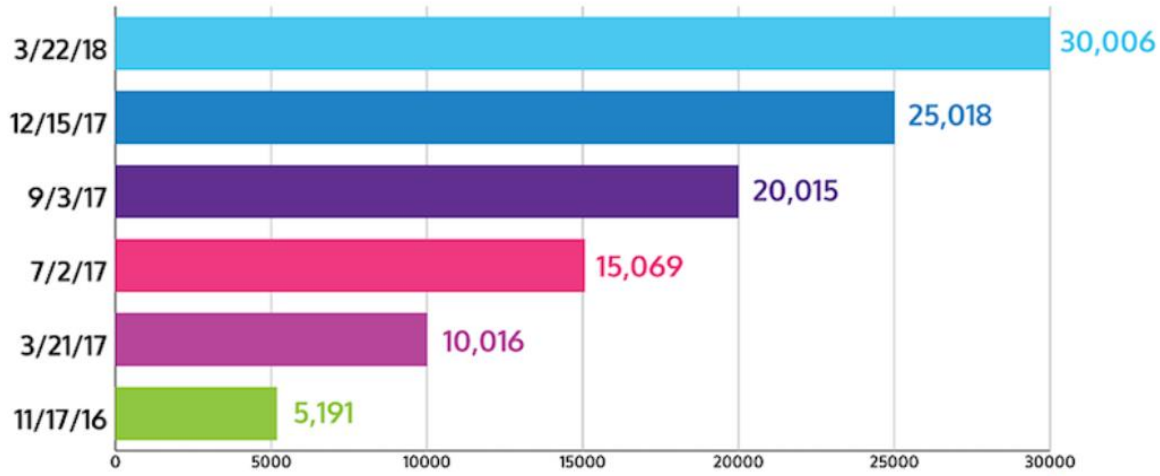
**50% VOICE**  
by 2020



# A shift of trust



### ALEXA SKILL MILESTONES Updated March 2018



Source: Voicebot.ai



# Opportunity knocks!



# BCI







**If you think “going forward” it will move forward.  
If you want it to move to the right or to the left,  
it will move from the left or right.**

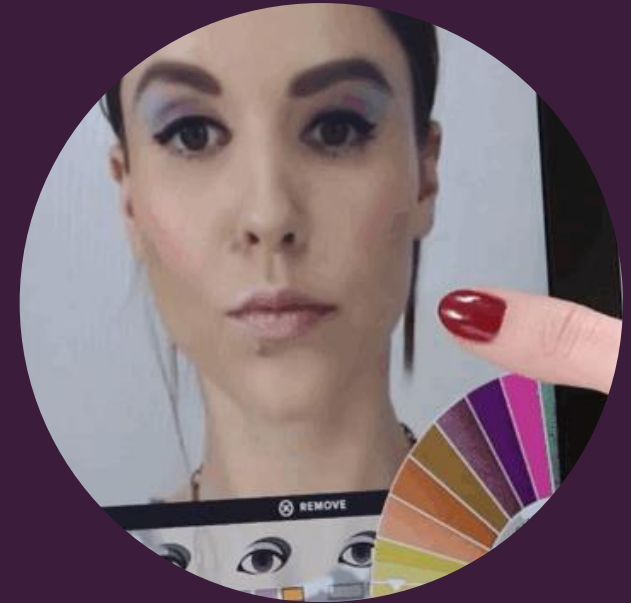


# Virtual reality





augmented reality



**huge  
opportunities**





- i**nformed
- i**ndividualistic
- i**mpatient
- i**ntuitive
- i**nfluenced



# THE 5I'S FOR GOOD CX

**i**NFORMED

**i**NDIVIDUALISTIC

**i**MPATIENT

**i**NTUITIVE

**i**NFLUENCED

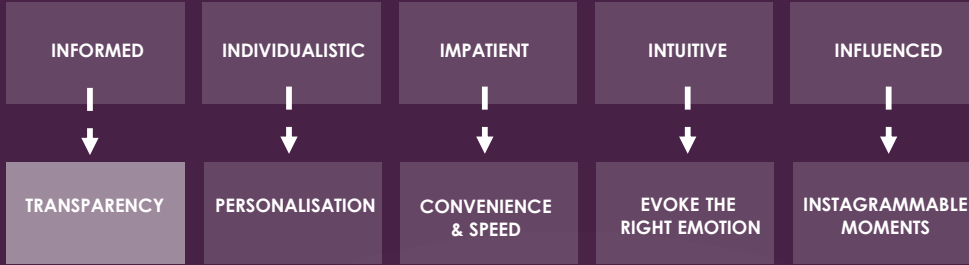
TRANSPARENCY

PERSONALISATION

CONVENIENCE  
& SPEED

EVOKE THE RIGHT  
EMOTION

INSTAGRAMMABLE  
MOMENTS



# TRANSPARENCY







INFORMED



TRANSPARENCY

# Security





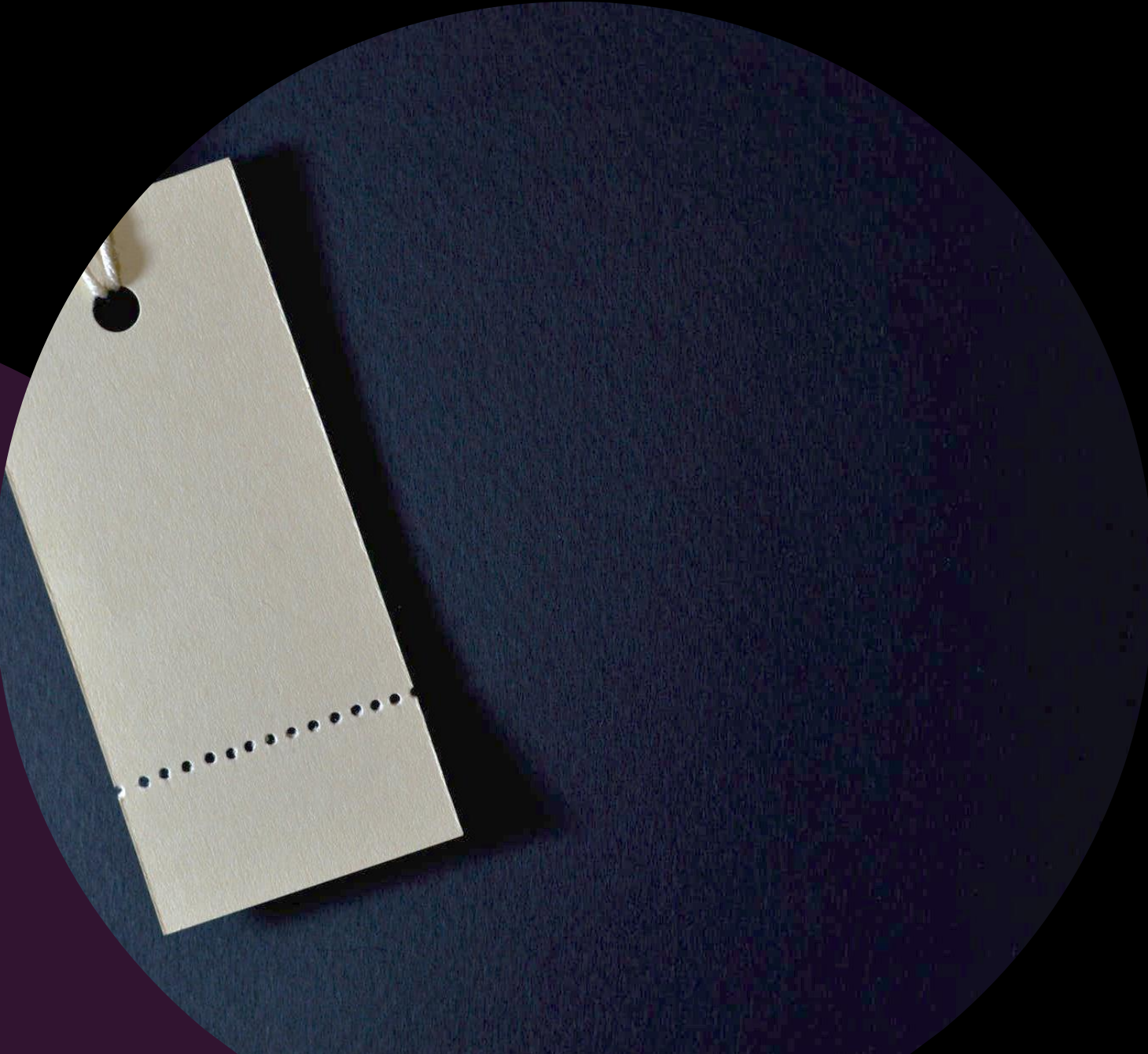
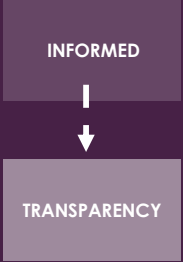
INFORMED



TRANSPARENCY

Security  
**Privacy**





Security  
Privacy  
**Pricing**





# THE 5I'S FOR GOOD CX

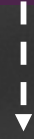
**i**NFORMED

**i**NDIVIDUALISTIC

**i**MPATIENT

**i**NTUITIVE

**i**NFLUENCED



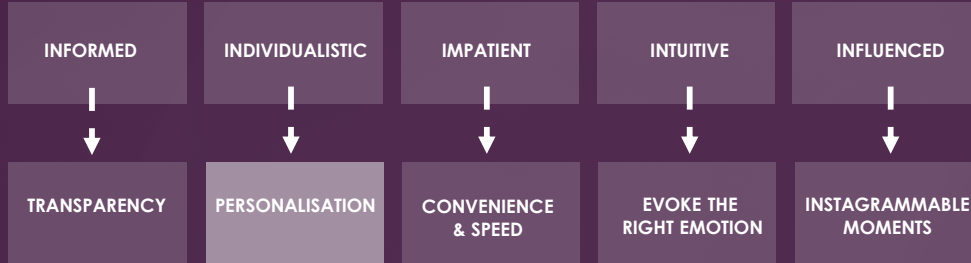
**TRANSPARENCY**

**PERSONALISATION**

**CONVENIENCE  
& SPEED**

**EVOKE THE RIGHT  
EMOTION**

**INSTAGRAMMABLE  
MOMENTS**



# PERSONALISATION





# FROM THE MASS TO THE INDIVIDUAL

in business

in sales

in health

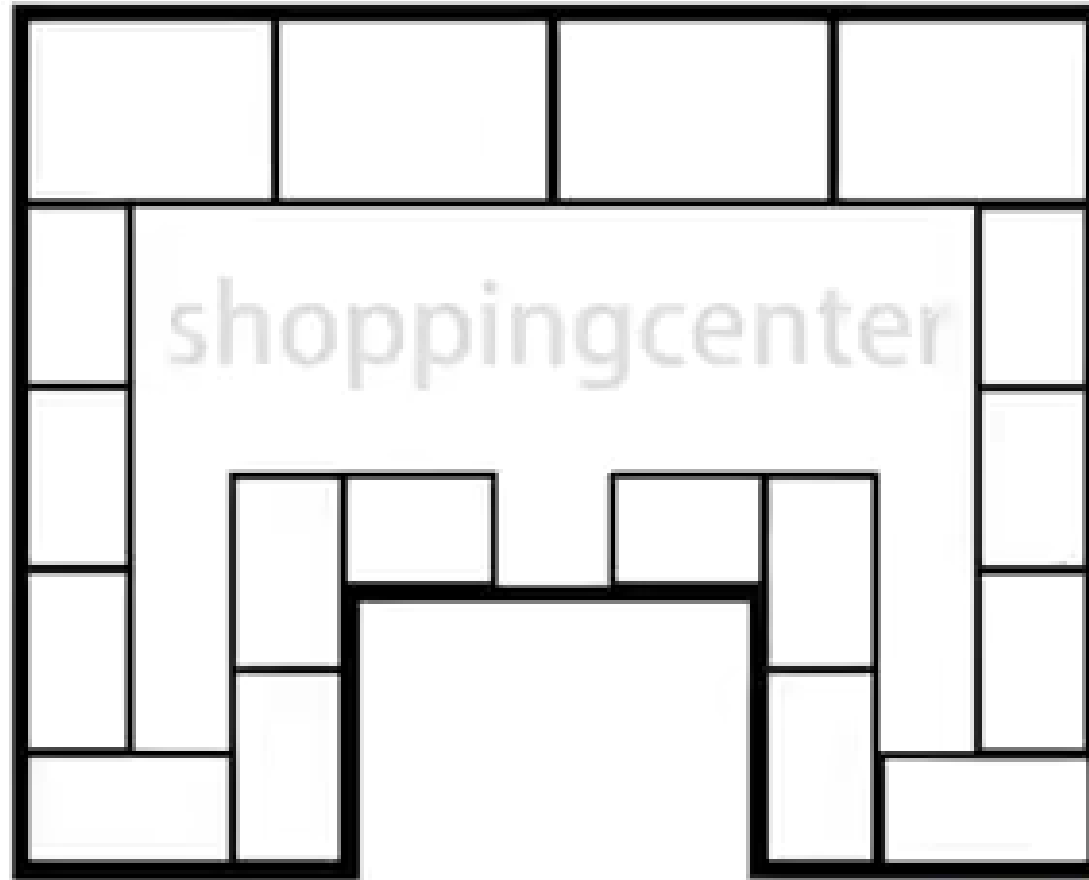
in hospitality

in manufacturing

in education...



women shopping -  
men shopping





INDIVIDUALISTIC



PERSONALISATION



# Personalized shoes







INDIVIDUALISTIC



PERSONALISATION

Protein  
SEEKER



# Personalized food

VEGGIES  
64%

Your  
**HERO FOODS**

CAULIFLOWER, MUSHROOMS,  
BROCCOLINI

34%  
PROTEIN

CALS  
390





INDIVIDUALISTIC



PERSONALISATION



# Precision medicine





# THE 5I'S FOR GOOD CX

**i**NFORMED

**i**NDIVIDUALISTIC

**i**MPATIENT

**i**NTUITIVE

**i**NFLUENCED

TRANSPARENCY

PERSONALISATION

CONVENIENCE  
& SPEED

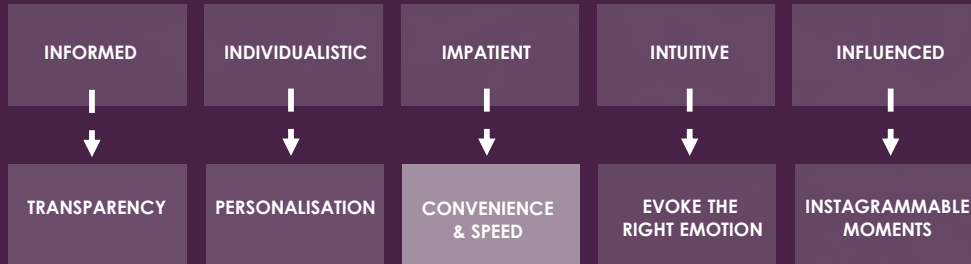
EVOKE THE RIGHT  
EMOTION

INSTAGRAMMABLE  
MOMENTS

CONVENIENCE  
DRIVES

*Loyalty*





**F**ictionless

**A**ccessible

**S**ubscription

**T**echnology

Convenience  
augmented





AT&T LTE 12:03 PM 70%

# UBER

PICKUP LOCATION  
817-821 Lexington Avenue

2 MIN SET PICKUP LOCATION





Search for shoes, clothes, etc.

SEARCH

MY CART

Women ▾

Men ▾

Kids ▾

Departments ▾

Brands ▾

Sale ▾

Sign In / Register

## Bravo, Boot Season!

Cheers to sublime textures and bold hues.

SHOP NEW ARRIVALS







# The subscription for high-quality home appliances

Save your clothes and the world with Miele washing machines, tumble dryers and dishwashers

## The Bundles subscriptions

Washing machine



[View offer](#)

Tumble dryer



[View offer](#)

Dishwasher



[View offer](#)

Coffee



[View offer](#)



subscription



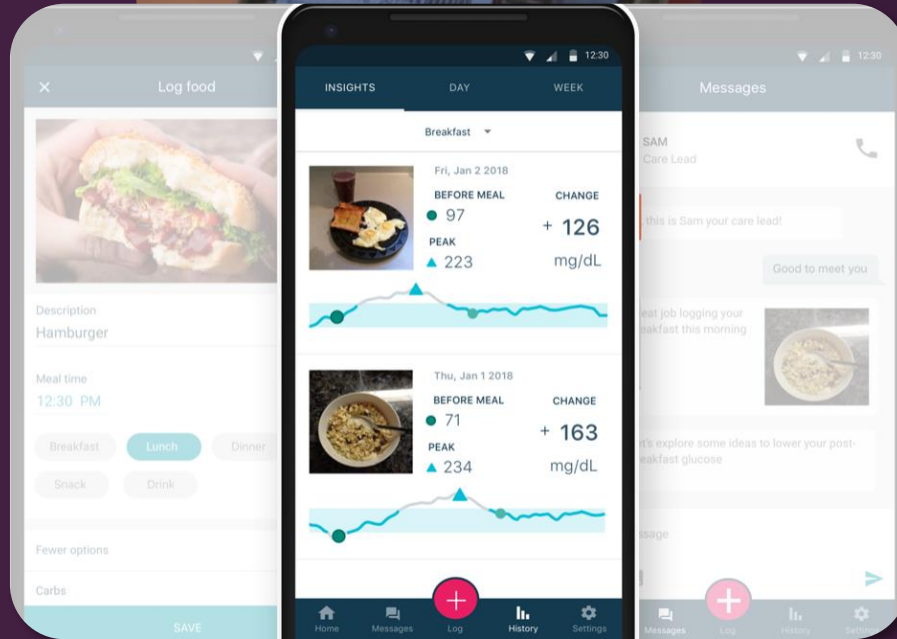
02.04.19

# Would you rent Ikea furniture? Subscription plans are coming

Ikea is testing a new model in Switzerland: Renting out furniture rather than just selling it. Think of it as Netflix for chairs.



ubscription



echnology



\* ZERO CLICKS \*



Technology





**F**ictionless  
**A**ccessible  
**S**ubscription  
**T**echnology

**Convenience  
augmented**





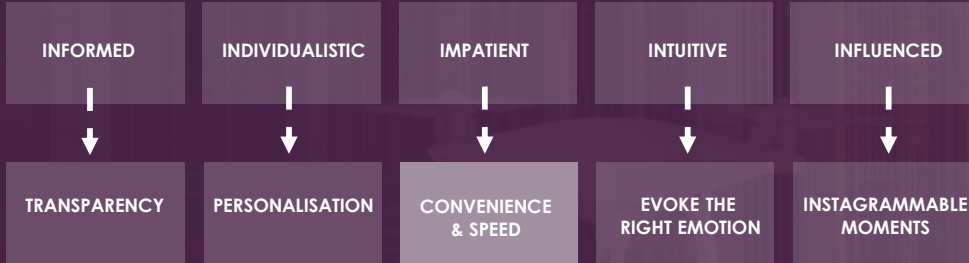
**LIKELY TO CONTINUE  
BEING A CUSTOMER**

**LOW EFFORT**

**91%**

**HIGH EFFORT**

**4%**



Speed of delivery







# THE 5I'S FOR GOOD CX

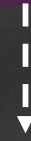
**i**NFORMED

**i**NDIVIDUALISTIC

**i**MPATIENT

**i**NTUITIVE

**i**NFLUENCED



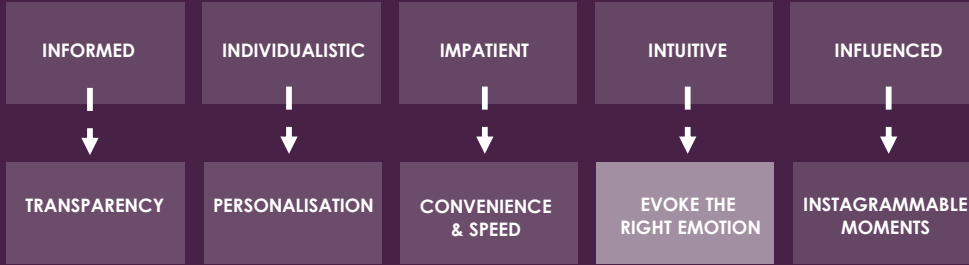
**TRANSPARENCY**

**PERSONALISATION**

**CONVENIENCE  
& SPEED**

**EVOKE THE RIGHT  
EMOTION**

**INSTAGRAMMABLE  
MOMENTS**





YES,  
WE CLEAN UNDER HERE TOO!

DIAMOND RESORTS  
INTERNATIONAL  
Stay Vacationed.

**WE REPAIR  
WHAT YOUR  
HUSBAND FIXED**

**Appliance**  
Repair Team  
Sales • Service • Repair  
407-670-5000

COME IN & TRY  
THE WORST SALAD  
ONE WOMAN ON  
TRIP ADVISOR  
EVER HAD  
IN HER LIFE.

# VALUE



**Time**



**Money**



**Emotion**



# THE 5I'S FOR GOOD CX

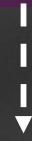
**i**NFORMED

**i**NDIVIDUALISTIC

**i**MPATIENT

**i**NTUITIVE

**i**NFLUENCED



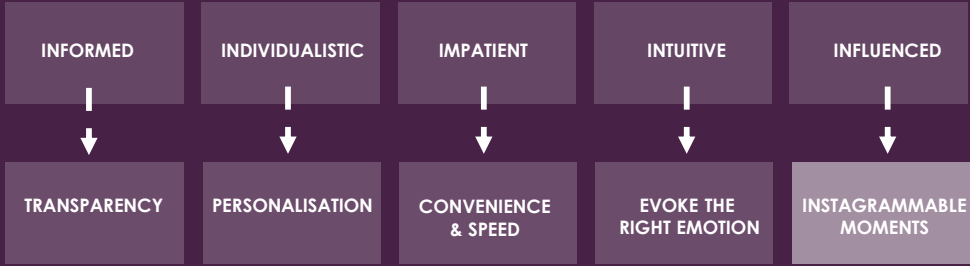
**TRANSPARENCY**

**PERSONALISATION**

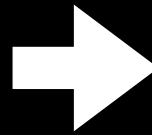
**CONVENIENCE  
& SPEED**

**EVOKE THE RIGHT  
EMOTION**

**INSTAGRAMMABLE  
MOMENTS**



make  
people  
want  
things



make  
things  
people  
want





INFLUENCED



INSTAGRAMMABLE  
MOMENTS



Create  
Instagrammable  
Places





INFLUENCED



INSTAGRAMMABLE MOMENTS

# Create Instagrammable Experiences







INFLUENCED



INSTAGRAMMABLE  
MOMENTS

Making it  
easy to review





**create advocates  
through good**

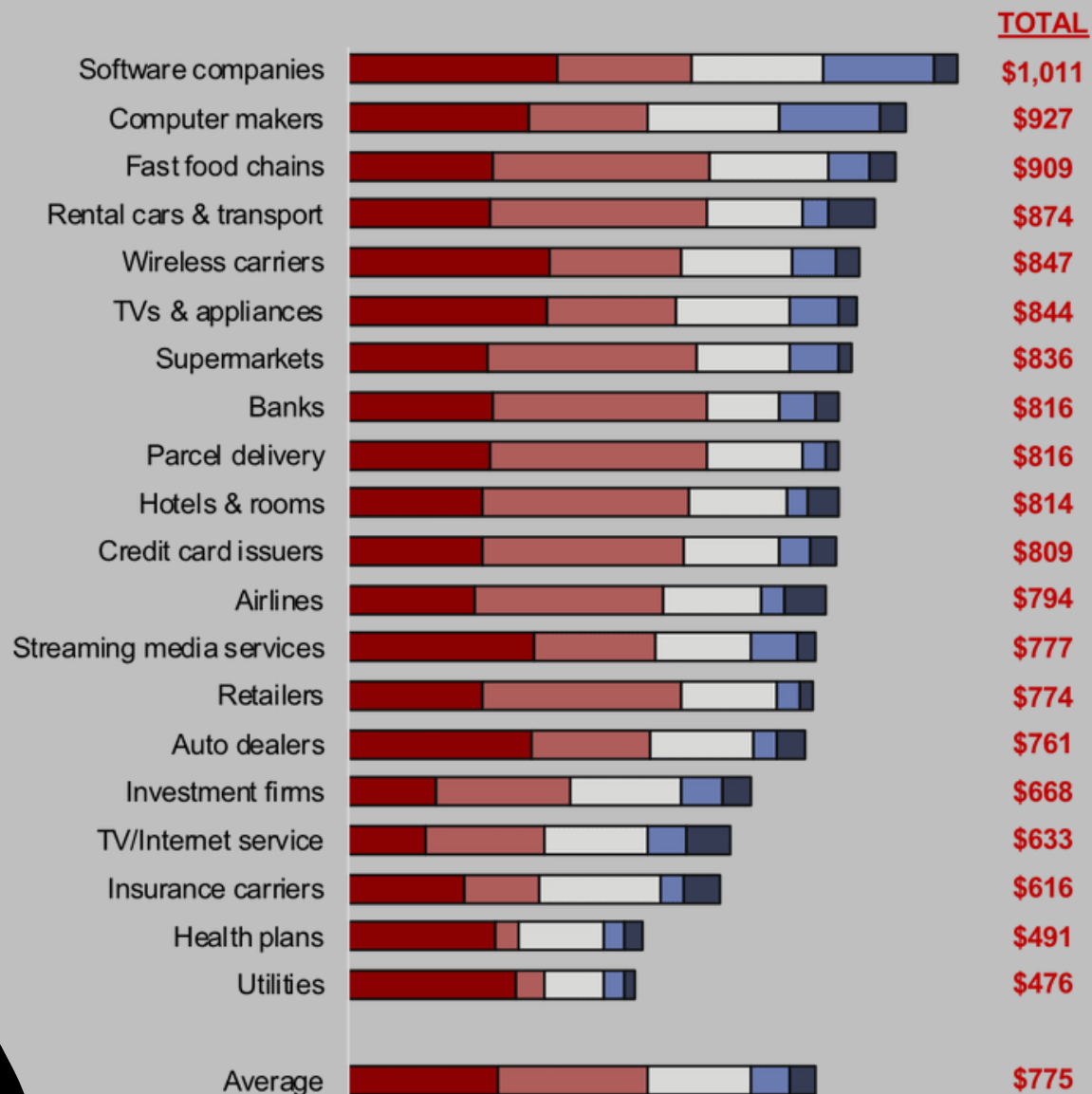
**CX**



## Revenue Increases From A Moderate Improvement in Customer Experience

Additional revenues over 3 years for a typical company with \$1 billion in annual revenues (\$ million)

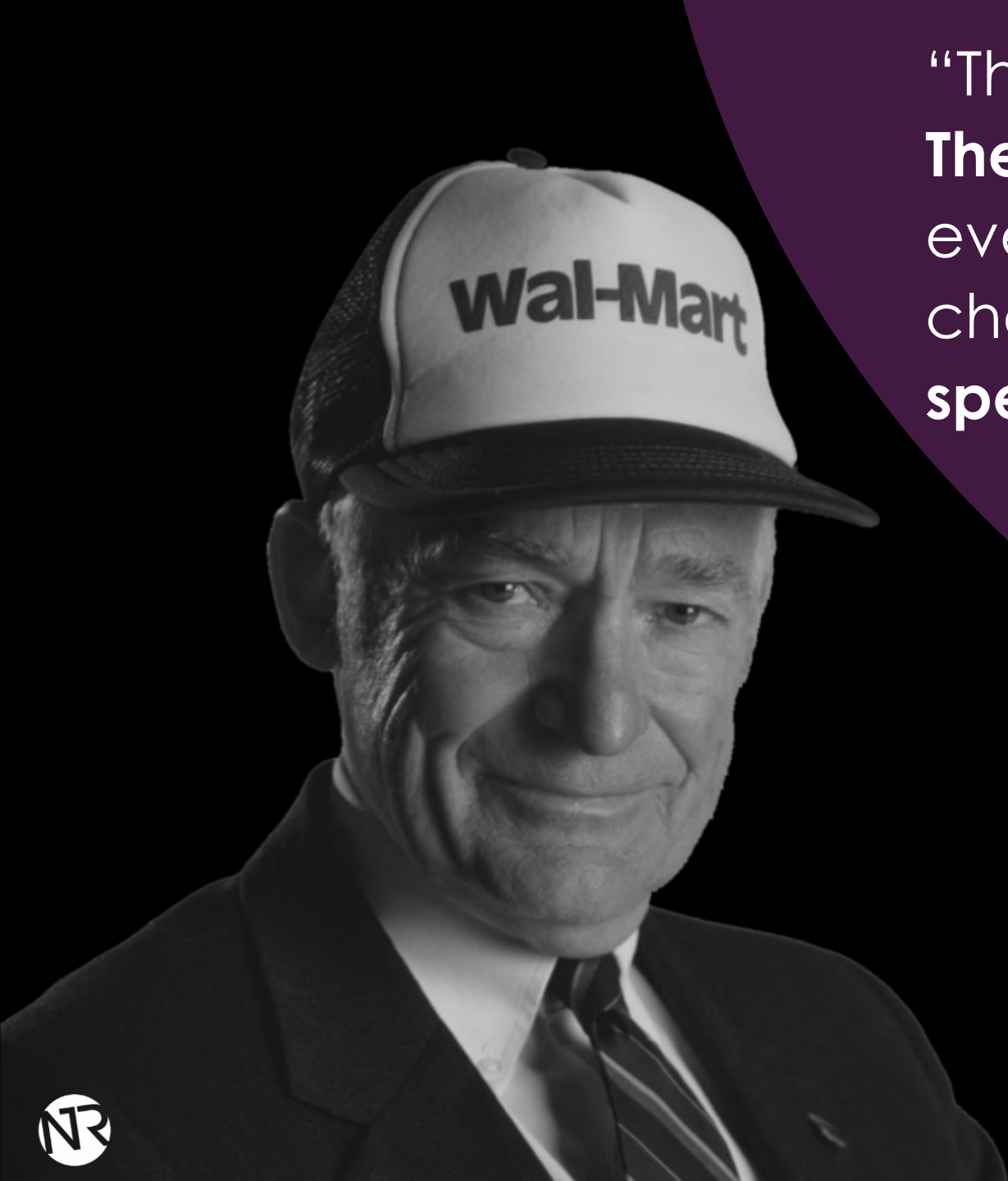
■ Retain Sales ■ Additional Sales □ Word of Mouth ■ New Products ■ Forgiven Mistakes



+21% YoY

CX  
PAYS

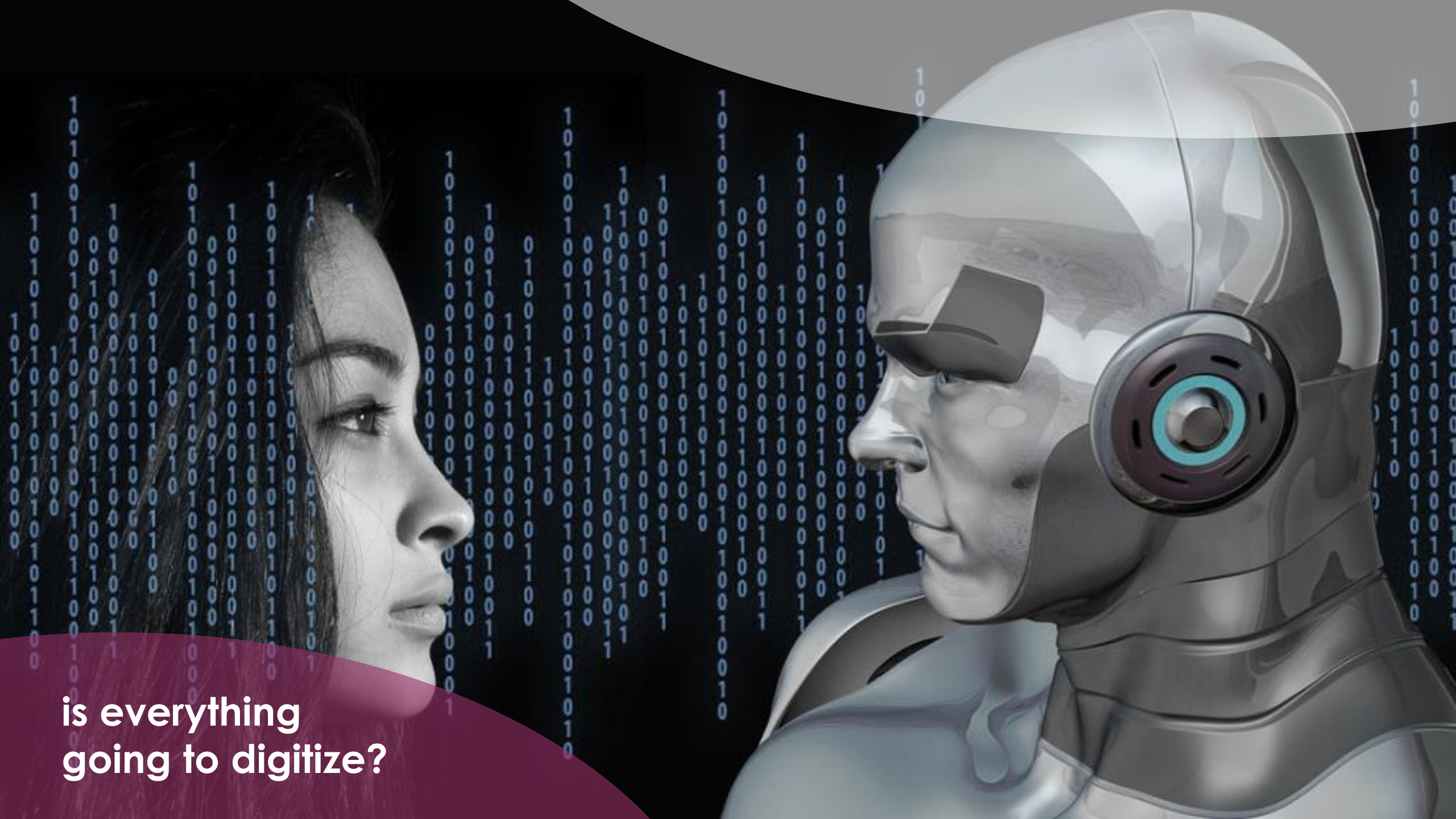
Source: Temkin Group



“There is only one boss.  
**The customer.** And he can fire everybody in the company from the chairman on down,**simply by spending his money somewhere else!**”

- Sam Walton, Founder WALMART



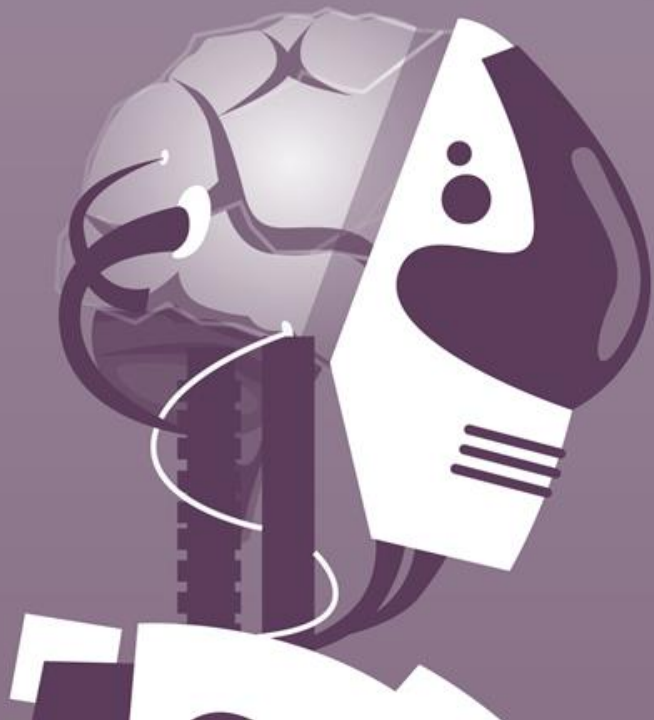


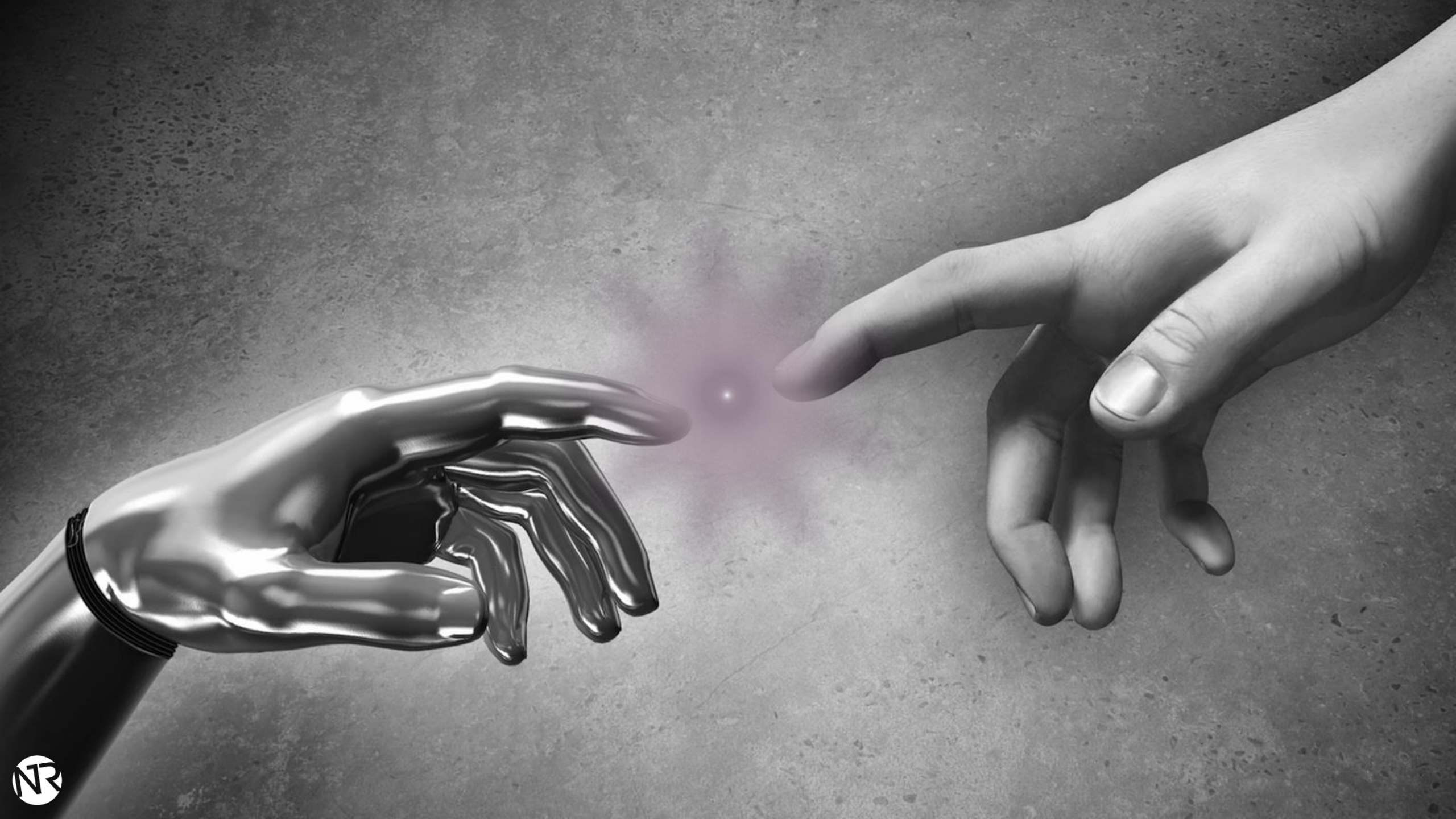
is everything  
going to digitize?



# Man WITH machine

AI → IA










of businesses compete on CX

N **EX** T



**66% NOT engaged or  
actively DISENGAGED**



Source: "State of the Global Workplace" - Gallup



**Starts with  
CULTURE**

**Attitudes + Actions**



**Beliefs & Ideas**

**Behaviours & Decisions**





**“Culture is what people do when no one is looking.”**

*Herb Kelleher, Southwest Airlines*

**“Culture eats strategy for breakfast.”**

*Peter Drucker*

*Culture is the way you think, act, and interact.*

**“Culture is the glue that either keeps us doing things well or keeps us doing things poorly.”**

*Ethan Bernstein, Harvard Business School*

**“Culture is the character of an organization.”**

*Tony Shieh, Zappos*



**CULTURE**



**BRAND**



# BLENDING!





# Culture myths



Culture building is  
HR responsibility



It's all about  
parties & perks



Culture grows  
organically



Culture can be  
imposed

# Passion & Purpose

**WHY**

**Brand AND business**



A bronze statue of Walt Disney in a suit, holding the hand of Mickey Mouse. They are standing in front of a large crowd of people, many wearing Mickey Mouse ears, at a theme park. In the background, there is a large, ornate castle with blue roofs and white walls. The sky is blue with some clouds.

# Core values

## Employee AND Customer engagement

**HOW**

# Lead CULTURE



Culture does  
not just happen

# Lead CULTURE = communication



## Speaking

Ongoing  
Accessible  
Relevant



## Listening

Connected



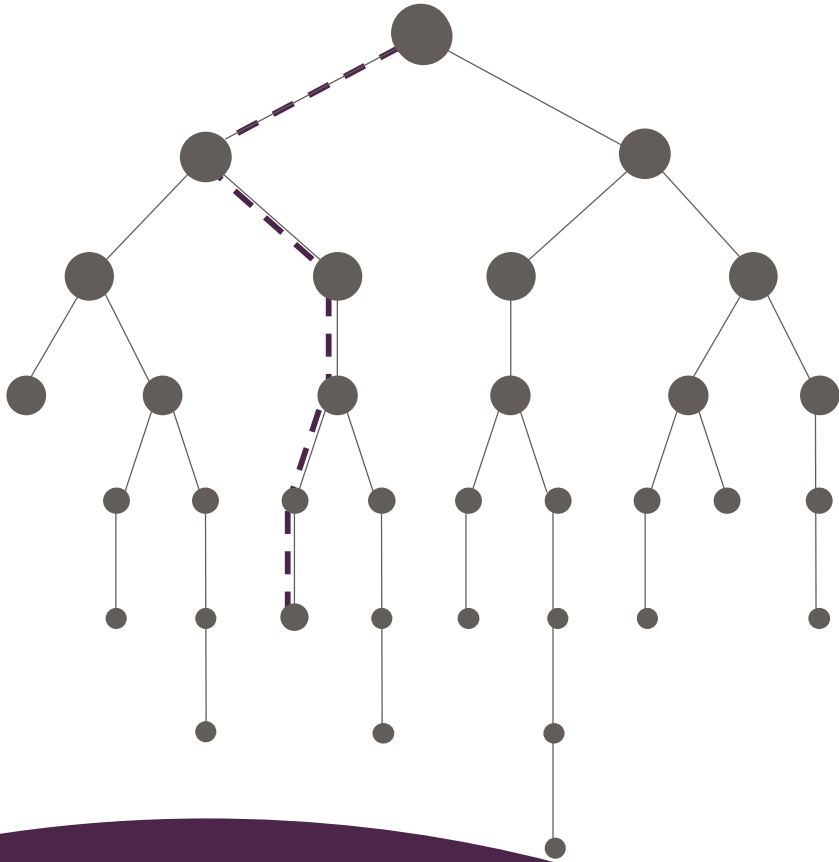
## Doing

WALK (29%)\*  
the  
TALK (83%)\*

*\*Source: Gartner*

# Design YOUR organization





## TRADITIONAL HIERARCHIES

information moves slowly  
siloes teams  
command and control



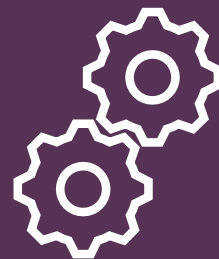
## RESPONSIVE NETWORKS

information travels fast  
global talent pool  
coach and learn

# IMPROVE EX



**Physical Workplace**



**Tools & Technology**



**Leadership &  
Communication**



**4E**



**E**nabled

**E**mpowered

**E**nergized

**E**ngaged

EX

PAYS



“EXPERIENTIAL ORGANIZATIONS”:



Best Places to Work: 11.5x ↑



World's Most Innovative Companies: 28x ↑



In-Demand Employers: 4.4x ↑



Twice the average revenue



4 times the average profit



25% smaller (higher level of productivity/innovation)

Employee  
Engagement

Customer  
Engagement



EX

CX

Employee  
Experience

Customer  
Experience



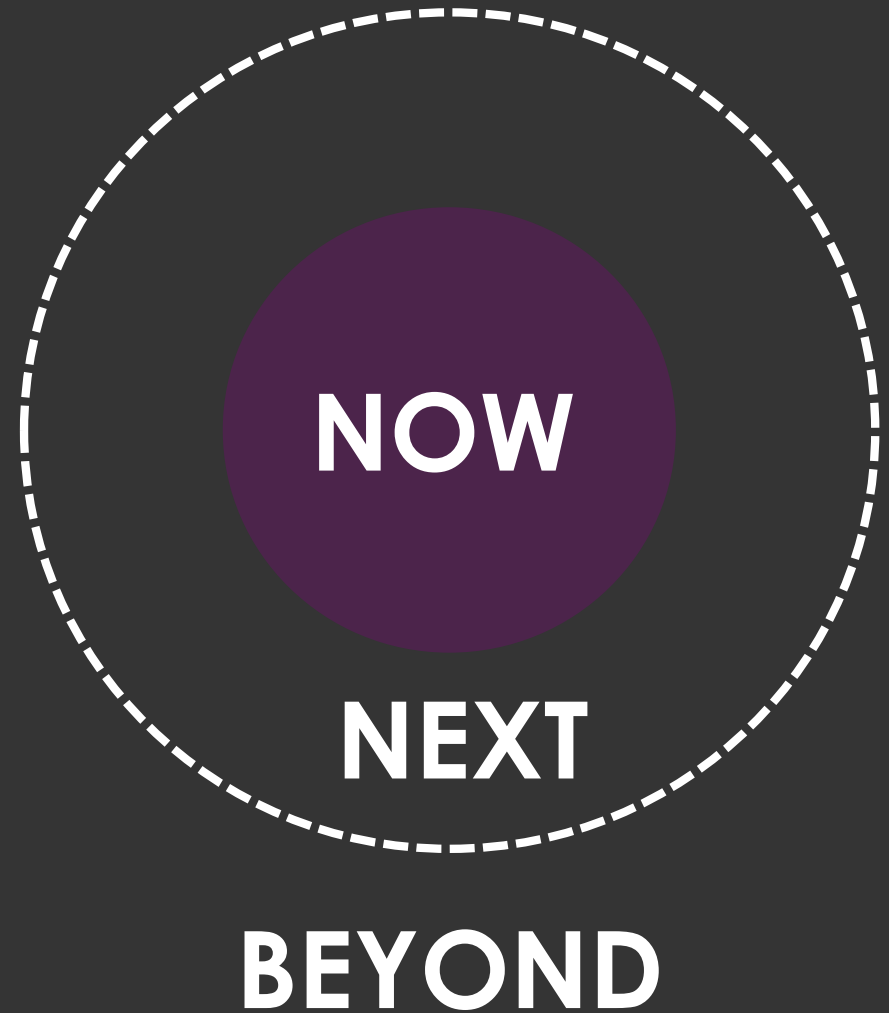
**NOW**

**NEXT**

**BEYOND**



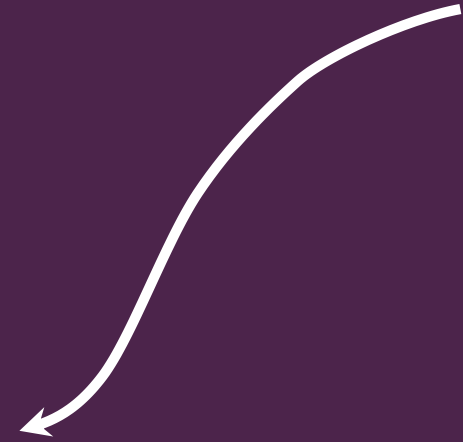
**THE CUSTOMER  
& THE EMPLOYEE  
SHOULD BE IN ALL**



It's all  
about the



**WOW**



I've learned that

People will forget what you

*said*

People will forget what you

*did*

but people will never forget how

you made them

*feel*



Maya Angelou



# THANK YOU



Nancy Rademaker  
International Keynote Speaker



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2. Tap on the session you want to rate

3. Rate session on scale of 1 – 7  
(7 being highest!)

4. Write a comment (if you want)

5. Hit Submit!

