

# Customer Experience



## Predictions

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We all love predictions, political and otherwise. Living here in the Northeast, I try to pay no attention to what The Farmer's Almanac predicts — since, based on last winter, this is way too dire and far too depressing. But here within the CXPA we love to predict the future of CX. I recently asked members of the CX Experts Panel to provide their 2016 CX Predictions through the following four questions. Here's a summary of what they had to say.

#### Based on your 2015 predictions, what do you feel has been achieved?

- More growth and expansion of CX roles within organizations
- Further investment being made in CX, along with increasing demand on the ROI of CX
- Greater emphasis on understanding customer emotions

#### What do you believe will become the primary focus for CX in 2016?

- Quantifiably proving the linkage between CX and business outcomes
- Increased investments in predictive analytics, text analytics and omni-channel UX design
- The drive toward more customer and employee engagement – less talk and more action

#### What CX challenges new or old do you think most companies will face in 2016?

- The continued struggle to instill customer-centric behaviors across the organization
- Gaining the necessary leadership commitment that is essential to CX sustainability
- Technology replacing the human-to-human connection creating new challenges for customer engagement

#### As a discipline, what will be essential for CX in 2016?

- Having CX professionals who can effectively speak the language of business
- Looking at CX from a systems perspective more, to accelerate CX growth and maturity
- Accepting smaller wins in CX in order to leverage critical business outcomes over the long term

These are just some short snippets and highlights to whet your appetite for the full content of what the CX Experts had to say. Trust me, this is better than reading the *Farmer's Almanac* predictions!



**Karl E. Sharicz, CCXP**  
CXPA



***“Customer Experience challenges for 2016 will include proving the ROI, keeping leaders engaged, and breaking the work into bite-size pieces to earn the right to continue the work.”***

**JEANNE BLISS, CCXP**  
CXPA Co-Founder,  
author and founder of  
CustomerBliss

## CX Expert – Tabitha Dunn, CCXP

Managing Director, Customer Insights, Citrix Systems



**How close were your 2015 predictions?** I predicted that CX as a discipline would become somewhat clearer (what we do, how we add value). I think we still have more to go, but I've seen some progress. There are more CX roles popping up all over the world. They tend to still be all over the organizational map, but I have seen more of those roles include customer strategy as part of their responsibility, which represents progress in my mind. I love seeing the growth in our field and how many new people entered into CX roles this year.

**What do you believe will become a primary focus for CX in 2016?** I see change being the imperative for strengthening CX programs. The more effective CX programs and their leaders are at driving change, the more value they will bring to their customers and their organization. Partnering with your peers across the business to make real change is key to lasting CX value and impact.

**What CX challenges new or old do you think most companies will face in 2016?** My perspective on this depends on whether your CX efforts are still in the early stages or are more advanced. For those CX change agents in the early stages, the challenges will likely be in three areas: establishing the extent and purpose for your CX program, determining (and getting) the needed resources for your CX team and getting traction with early CX wins. For those leading more advanced programs, I see the challenges being more along the lines of evolving your CX strategy. It's been my experience, and perhaps this rings true for many other practitioners, that companies launch CX initiatives because they see a need for change. As your CX program matures and makes good progress, it will be finding a more mature engagement model that will continue to make progress and be a key voice in the overall strategy.

**As a discipline, what will be essential for CX in 2016?** I think engagement will be key. By that I mean, how we in CX engage with the other business leaders and how our role is perceived. CX has a great opportunity to be an integral part of the strategic planning process, prioritizing significant and longer-term CX-focused initiatives that cover multiple functions across the business. Whatever happens in 2016, though, I can see it's going to be a great year for CX!

***“There are more CX roles popping up all over the world. They tend to still be all over the organizational map, but I have seen more of those roles include customer strategy as part of their responsibility.”***

***“I think engagement will be key. By that I mean, how we in CX engage with the other business leaders and how our role is perceived.”***

**Want a taste of some of the CX roles popping up around the world?** Check out the CXPA's monthly CX Career List, available [here](#).

## CX Expert – Yvonne Nomizu

Director, Pacific Consulting Group

What do you believe will become a primary focus for CX in 2016? Customization of customer experiences by soliciting customer preferences, adding passive data collection, conducting predictive analytics and implementing “sensors.”

### What CX challenges new or old do you think most companies will face in 2016?

Fully integrating CX across channels: ensuring that the entire array of digital, non-digital, company/distributor/partner/white-label channels keeps up with the customer who jumps from one to another to meet his/her own goals.

**As a discipline, what will be essential for CX in 2016?** Tri-lingual CX professionals: a CX professional with high EQ and appreciation for people, who also speaks the language of Business/Financial and the language of Operations. Business/Financial-speak includes capital budgeting, ROI calculations, business case development and tangible metrics. Operations-speak includes process metrics, resource allocation, volume/demand management and risk management.



Check out [this presentation](#) on linking CX to key and critical business metrics using the language of business.

## CX Expert – Bob Azman, CCXP

Chief Experience Officer, Avtex Consulting Solutions, LLC

- CX professionals and the “industry in general” will continue to seek a common path in terms of definitions, approaches, strategies and ROIs. CX as a profession will continue to mature, and the community of CX professionals will continue to expand and network for our mutual success. We will begin to see movement from an attitude of “fix the customer service department” to “let’s hire a CX professional to improve our end-to-end customer journey” in organizations wishing to improve their CX.
- The Amazon Effect on consumer behavior and customer experience will continue! And that’s not a bad thing! “Next-hour” delivery is the latest trend in providing consumers with the most rapid ordering cycle available. And that’s good for the customer experience. Setting the bar high for ordering ease, product selection, delivery and satisfaction is something all companies will be measured against in the future – not just those that compete with Amazon. Organizations in both the Business-to-Consumer and Business-to-Business marketplaces need to take note of how buyers are comparing their experiences with Amazon to the experiences we deliver.
- Millennial consumers and employees are here and now make up a larger share of the labor market than baby boomers. They bring with them a unique set of



**“Setting the bar high for ordering ease, product selection, delivery and satisfaction is something all companies will be measured against in the future – not just those that compete with Amazon.”**

characteristics and customer experience expectations – as have all previous generations before them. Continued focus on technology, social media, “need it now,” communications and flexible work environments will be the trend in 2016 when it comes to how Millennials consume goods and are employed in our organizations.

- Organizations will begin to realize that it’s about the basics of delivering good service to their customers. Being easy to do business with will continue to challenge organizations to eliminate cumbersome practices and procedures, re-engineer processes, create better websites and invest in technologies to help customers do business with them. All the journey-mapping in the world, won’t solve the basics of managing each customer experience as the classic “moment of truth.”
- VOE programs will see accelerated growth as they tie into VOC programs to provide a much-needed balance between more frequent employee engagement checks, similar to VOC transaction surveys. Knowing the pulse of both our employees and our customers will help us address issues more quickly and ensure that we provide a seamless, effortless experience for both!
- Elevating empowerment of employees to do the right thing to service the customer. The gap between the voice of the customer and the voice of the employee can be filled (in one way) by not just cutting red tape of processes and procedures (free shipping, waiver of service fees, less scripted/actually personal interactions, etc.) but by ensuring that red tape (or tape of any kind) is not put back into place.
- My colleague MaryEllen DeMarco adds, VOC programs will move from simply being about “gather more survey data” and toward a more mature place where all kinds of customer data – internal customer behavior data, social media comments, profile data, transaction data (e.g., times something was bought), emails – are brought together to create a more comprehensive picture of what’s happening with customers.
- The Internet of Things – well, it will still be the Internet of Things! And omnichannel will still be something we talk about. And big data will still be BIG DATA! And, well, you get the idea – some trends just don’t go away! That being said, using data to discover a customer’s **propensity for assistance** and **propensity to buy is an emerging trend**. The ability to develop a precognitive route for a customer interaction — based on existing business with a company, plus other factors such as income and credit range, address, social media profile and many other data points — to an agent that is best suited to assist the customer AND provide more services. This is the next step above an intelligent route and a simple cross-sell/up-sell opportunity based on a gap in purchased services.

Check out [CXPA's 10-minute Takeaway on Employee Engagement from a Millennial mindset.](#)

***“VOE programs will see accelerated growth as they tie into VOC programs to provide a much-needed balance between more frequent employee engagement checks, similar to VOC transaction surveys.”***

## CX Expert – Sarah Simon, CCXP

VoC Consulting, Confrimit



**Feedback on my predictions for 2015:** We are still seeing growth in this market: new programs springing up, existing programs expanding, a lot of industry job vacancies, etc. On the other hand, we are also hearing a lot of demands for proof of CX ROI. Some VOC/CX teams are being pressured to prove their value, and I hear plenty of requests for CX ROI models. “How can I show my new exec that my team makes a difference, that what we do works?” is a question that pops up now and then. Customer Experience remains a strategic focus for many companies, but the experimental “sure, why not?” phase is over, and executives want to be clear on what they are getting for their budget dollar. Many CX programs still struggle to build compelling action models that stick. Listening still outweighs change management, and this is unsustainable long-term.

**What I see in 2016:** CX will continue to grow, but practitioners will come under greater pressure to prove ROI to sustain budget, and new initiatives will increasingly need to show up with a solid business case in hand. We’ll see fewer VOC/CX programs flush with budget simply to check a box or because it’s “the right thing to do.” Wise CX practitioners will proactively communicate their value throughout the organization, especially at the sponsorship level, and not wait to be called to the carpet to lobby for their existence.

Innovative VOC practitioners will continue to reach into unstructured and even unsolicited or semi-solicited sources of customer insight, applying text analytics to social media monitoring, online review sites, community chat forums, customer care/tech support call and chat logs and more. These feedback channels are engaging and convenient for customers and rich in insights into customer sentiment for the customer intelligence professional.

Eventually, efforts to glean insights from unstructured, unsolicited/semi-solicited and behavioral/operational big data will require strategic architecture, planning and guidance. I guess we could call this “insights-driven data exploration guided by key business objectives.” Talented quantitative analysts might find benefit in having a strategic hand involved to guide the big picture, to see the forest for the trees.

**“I hear plenty of requests for CX ROI models. “How can I show my new exec that my team makes a difference, that what we do works?”**

Watch for CXPA’s “Powered by CX Professionals” campaign in 2016, telling the stories of business results driven by CX Professionals.

**“Listening still outweighs change management, and this is unsustainable long-term.”**

## CX Expert – Jim Tincher, CCXP

Mapper-in-Chief, Heart of the Customer



**How close were your 2015 predictions?** My 2015 prediction wasn't bad. Emotions have really become center to the CX conversation, with both Forrester and Temkin reporting that emotions are the most critical component to a successful customer experience. But there's still room for improvement on the second half of the prediction – on the need to better communicate those emotions internally.

**What do you believe will become the primary focus for CX in 2016?** 2016 will be the beginning of the slow death of the survey – particularly the transactional survey. What with gaming, low response rates and over-surveying, customers are going to push back. Surveys won't die in 2016 – but their long, slow decline will begin. So 2016 will be focusing on what comes next – better utilization of business metrics complemented with text and voice analytics. We won't be there by the end of 2016 – but you'll be able to see that the trend really kicked in this year.

**What CX challenges new or old do you think most companies will face in 2016?** As a result of the above, our preferred method for measurement – the transactional survey – is becoming less dependable. How will we measure if our preferred measurement no longer works so well?

**As a discipline, what will be essential for CX in 2016?** What's essential is to capture the emotions. Not as in "44% of our customers are promoters, while 12% are detractors," nor even "23% of our customers have a high effort score." Instead, it will be more like "15% of our customers describe us as 'greedy' as a result of our last pricing change, but 44% still consider us as a 'trusted partner.'"

*"2016 will be the beginning of the slow death of the survey – particularly the transactional survey"*

## CX Expert – Jack Mackey, CCXP

Vice President and Chief Evangelist, SMG (Service Management Group)



**How close were your 2015 predictions?** My 2015 CX breakthrough prediction was focused on the retail customer experience. I thought mobile research apps would emerge as the modern version of customer intercepts outside the store, which it did. Just for one example, SMG's research app panel grew to 100,000 active users in 2015, from 10,000 in 2013.

**What do you believe will become the primary focus for CX in 2016?** My expectation for primary focus in 2016 is "a little less talk and a lot more action." Transaction-based surveys will continue to get shorter as 40%+ of retail responses come via mobile devices. Executives will continue to feel they are "data rich

but actionable insight poor.” Pressure is unrelenting to use CX to drive business impact: lower costs, lower attrition, more referrals, higher revenue, larger share of wallet, increased SEO, etc.

**What CX challenges new or old do you think most companies will face in 2016?** The biggest challenges in retail CX are still (1) delivering a great omni-channel experience and (2) evolving VOC programs to listen, act and measure CX effectively in the omni-channel world.

**As a discipline, what will be essential for CX in 2016?** The crucial CX discipline needed in 2016 is to transform VOC comments into customer reviews with star ratings that are recognized by Google’s search algorithm. CX and marketing professionals who know how to “go on offense” with customer reviews online will move their brands up to page one in local, mobile search. (See increased SEO above) With this new discipline, your continuous stream of VOC comments transforms into a continuous stream of online marketing and SEO assets.

***“Executives will continue to feel they are “data rich but actionable insight poor.” Pressure is unrelenting to use CX to drive business impact.”***

***“CX and marketing professionals who know how to “go on offense” with customer reviews online will move their brands up to page one in local, mobile search.”***

## CX Expert – Jim Rembach

Chief Spokesman, Customer Relationship Metrics

**How close were your 2015 predictions?** My 2015 comments were obviously more aspirational than predictive. Because it appears that I was the lone ranger talking about Specialized Adaptability. Carry the torch!

**What do you believe will become the primary focus for CX in 2016?** What I believe will become a primary focus for CX in 2016 is “incentives.” Executives will begin to push for results from their CX investments — they will make the mistakes of old and think that incentives are going to drive them. These actions will widen the gap for creating a thriving culture, as incentives have been proven to be harmful to a healthy CX culture. These activities will also create a bigger gap between the exceptional and the average in customer centricity.

As a discipline, what will be essential for CX is to focus on performance management and learning and development of people who have and manage customer interactions and touchpoints. Learning and education are going to grow in importance and need, as younger generation workers have less skill at building customer relationships.

What CX challenges new or old do you think most companies will face in 2016? The old challenges of culture and buy-in will still remain, because the compensation and incentive models that block customer-centric behavior will still be in place and will be reinforced by a new set of incentives that will drive more of the same bad behavior.



***“CX professionals need to increase their visibility both inside and outside their organization to profess the need to be more human-centric and to develop the human-centric society.”***

**As a discipline, what will be essential for CX in 2016?** What will be essential, as a discipline for CX, will be platform building. CX professionals need to increase their visibility both inside and outside their organization to profess the need to be more human-centric and to develop the human-centric society. CX pros cannot be quiet or complacent with our work. We need to evangelize and teach!

Watch for our CXPA's CX Superheroes e-book coming in February, showcasing successful CX professionals and their approaches.

## CX Expert – John Carroll, CCXP

Global Head of Clients, Ipsos Loyalty

**How close were your 2015 predictions?** Actually not too bad at all. #humblebrag

**What do you believe will become a primary focus for CX in 2016?** I am doubling down that Operational Customer Experience Management and Enterprise Feedback Management with heavy emphasis on frontline closed-loop action management will continue to be a primary focus for CX in 2016. Relatedly, I think CX technology companies will become a primary focus in CX, as Medallia heads to IPO and a newly publicly traded \$1+ billion CX-focused Unicorn is unleashed.

**What CX challenges new or old do you think most companies will face in 2016?** Another double-down (not just being lazy here): deeply and usefully integrating smart mobile devices into customer journeys is an important challenge most companies will continue to face in 2016. The digital aspects of experiences simply cannot be managed separately in a silo any longer.

**As a discipline, what will be essential for CX in 2016?** Technology will continue to be essential, though our friends in human resources — especially those responsible for performance management and rewards — will return to the spotlight as the hot debate about connecting CX metrics to compensation fires up in 2016.



*“Deeply and usefully integrating smart mobile devices into customer journeys is an important challenge most companies will continue to face in 2016.”*

## CX Expert – Erich Dietz

Vice President, Business Solutions, InMoment



**How close were your 2015 predictions?** Close, but not 100%. The CX leaders continued to find ways to further their value proposition and business via enhanced CX excellence, but not as many laggards as I anticipated have advanced to the stage of admitting they have a problem.

**What do you believe will become a primary focus for CX in 2016?** For leaders, and the more mature CX practitioners, a more deliberate focus on linking CX excellence to quantifiable business outcomes, for both traditional and non-traditional CX stakeholders. However, the ability to execute on that strategy will require an enhanced focus on streamlining the CX technology portfolio employed by brands. More mature and comprehensive technology platforms are enabling leaders to integrate CX data streams, distill insights and route the right insights to the right personas. Additionally, customer stories will carry the day... quantitative will always have a seat at the table, but the customer stories will further emerge as the source of true CX gold.

**What CX challenges new or old do you think most companies will face in 2016?** Speaking in broad terms, there is a large delta in challenges that is driven by what industry a company is in and where they are on a CX maturity curve. For the less mature industries (from a CX perspective), and for new CX leaders, the challenge remains gaining critical mass and the appropriate level of support from leadership to resource...it's not that the business cases don't exist, there is simply a mental block for some who think that the way they conducted themselves 20 years ago, from a CX perspective, is the way they should continue operating.

For more mature industries, the challenge is prioritization. Many companies in mature CX industries have solid CX insight programs, but selecting what to act on first remains a challenge.

**As a discipline, what will be essential for CX in 2016?** Listening – Learn, and know, thy customers and employees. From first-hand, in-the-trenches experience, know their journeys, their successes, their success criteria, what they covet, what they don't, why they defect, why they love you, etc. In order to maximize the value of listening, businesses must be extremely deliberate and disciplined in connecting their critical business outcomes to what they are hearing, and using that to drive more effective and customer-centric performance management efforts across all disciplines that affect the customer and employee experience.

*“Not as many laggards as I anticipated have advanced to the stage of admitting they have a problem.”*

Check out the [2015 CX Day webinar on Ethnography from Julie Wittes Schlack](#), available along with all of our other online resources shared on CX Day.

## CX Expert – Karl Sharicz, CCXP

EdM, Principal and Founder, CX Partners



**What do you believe will become a primary focus for CX in 2016?** I see two things happening in CX, depending on the kind of organization and the level of CX maturity. For those smaller and private companies that previously had little to no involvement in CX, I see that beginning to unfold as a focus and discipline for them, especially when the buzz around CX appears to be popping up everywhere—in the daily news and well-read magazines such as Harvard Business Review and Fast Company. For those larger and public companies, I see CX arriving at a critical juncture where the focus will be on proving the value of the CX investment in concrete (and financial) terms.

**What CX challenges new or old do you think most companies will face in 2016?** Many companies are still primarily in the mode of VOC data collection minus the follow-on actions that VOC should be generating. The point of VOC is to learn something about the customer experience that you don't already know and that you can do something about to help improve business outcomes. Change does not come easily or gracefully in many instances. Resistance to change will continue to challenge many companies' CX evolution and maturity, as well as challenging us as CX leaders and professionals.

**As a discipline, what will be essential for CX in 2016?** What I see essential is a more holistic approach to CX. It can't just be the responsibility of a group like Marketing or a department like Customer Service or even the concern of a single individual. Employee engagement plays a HUGE role in CX, and Human Resources is a key stakeholder. Breaking down the silos and getting functional groups and operations talking to one another and on the same page is critical. When we talk about the end-to-end customer experience, just about every function within an organization is involved with the customer at some point and to some degree. What is essential in my view is that CX needs to be driven from the top down, and people need to be challenged and held accountable. No one in the organization gets to "pass Go" or receive a "get out of jail free" pass when it comes to the customer.

***"For those smaller and private companies that previously had little to no involvement in CX, I see that beginning to unfold as a focus and discipline for them, especially when the buzz around CX appears to be popping up everywhere—in the daily news and well-read magazines"***

***"Change does not come easily or gracefully in many instances. Resistance to change will continue to challenge many companies' CX evolution and maturity, as well as challenging us as CX leaders and professionals."***

## CX Expert – Lynn Hunsaker, CCXP

CX ROI Strategist, ClearAction



**How close were your 2015 predictions?** For 2015, I predicted “business as usual,” as CX practitioners are busy juggling deployment of customer listening and journey mapping, engaging customers for prompt revenue upticks, engaging the front-line employees in touch-point excellence and expecting CX technologies to do the heavy lifting for chronic CX challenges. I think this was accurate for the majority of companies.

**What do you believe will become a primary focus for CX in 2016?** For 2016, I agree with my colleagues that companies will be motivated by CX ROI goals to increase their investments in predictive analytics, text analytics, and omni-channel UX design, including digital CXM. This is largely a continuation of the past couple of years, too.

**What CX challenges new or old do you think most companies will face in 2016?** The same challenges will continue: pressure to prove value and growth, how to meaningfully engage employees, how to increase customer centricity in the company culture, how to maintain strong executive sponsorship, how to add the next new app/technology to the CX budget.

**As a discipline, what will be essential for CX in 2016?** What’s necessary to break through the challenges is not identical to what people are currently investing in. Those things are necessary, yet insufficient. Cross-functional action to prevent recurrence of chronic customer experience issues is one of the biggest weaknesses and needs in CX practice today. I’ve written a six-part blog series, [5 Keys to Customer Experience for the Future](#), which calls out five breakthrough essentials: (1) CX excellence as a context for everyone’s role and decision-making throughout your company; (2) outside-in beyond skin-deep; (3) exponentially wiser CX insights through discovery of patterns among data, people, processes and other elements; (4) cross-functional collaboration; and (5) momentum via much broader shared vision and ownership, cross-functional team recognition and anticipation of customer expectations and reactions. These five keys break through the majority of myths prevalent in mainstream CX practice. Last year I also recommended viewing the six CX competencies (as outlined for the CCXP exam) as a continual flowing system; this world-view of CX can go a long way in accelerating CX maturity in a company.

### CX Challenges:

- pressure to prove value & growth
- meaningfully engaging employees
- increasing customer-centricity in the company culture
- maintaining strong exec sponsorship
- add the next new app/tech to CX Budget



Be sure to check into the opportunity to become a Certified Customer Experience Professional (CCXP) at [www.ccxp.org](http://www.ccxp.org)

## CX Expert – Peter Haid, CCXP

Director, TouchPoint Dashboard



**How close were your 2015 predictions?** I predicted a 2015 focus toward 1) employee engagement, 2) brands partnering across the ecosystem and 3) CX design and innovation to be a key learning discipline.

Unless we're grading on a curve, my predictions didn't pan out quite as I had hoped. Here's why:

- **Employee empowerment** continues to make its way to the board room, but I'm finding that it still stops there most of the time. Executives are challenged with the concept that empowering their employees will create too much risk in their business. They see the business case on paper, but it's taking longer than anticipated for many to loosen their grip on freedoms their employees need to ensure that the customer journey is actually worth recommending. I always encourage them to start small and pilot it. Watch it work.
- **Brands partnering across the ecosystem** – a prediction that is unfolding appropriately in digital transformations but not in other channels. For example, it would be in the best interest of airlines to partner with taxi/driver services to take their passengers all the way to the end of their journeys. Technology supports this already and companies that are investing in API hooks to other providers are on the right track. Those who create roadblocks by not sharing or supporting a larger journey as a part of the ecosystem will find themselves the target of unfavorable feedback.
- **CX design and innovation** is the one prediction that I feel best about. One case in point: large consulting organizations are now moving AHEAD of just journey-mapping services and into "experience design" using the same principles. These companies are focused on creating the WOW moment and tailoring journeys around "emotional guardrails" just as I predicted.

***“Those who create roadblocks by not sharing or supporting a larger journey as a part of the ecosystem will find themselves the target of unfavorable feedback.”***

### What do you believe will become a primary focus for CX in 2016?

**Debate:** We will see a heightened level of debate inside organizations around "submission to the customer." Customers have put many organizations into a headlock (thanks to technology) and the smart companies will need to tap out by submitting their roadmaps entirely to the needs of customers. These concepts are controversial and require the following two steps:

1. **Admit that products are subordinate to the journey:** once organizations agree to submit to their customers they will see that selling products is no longer enough. Customers are buying experiences (via a strong journey). Product selling will shift to experience selling. This is another output of

technology normalizing other competitive differences, whereas we are left to compete on the DNA of our employees.

2. **Transparency:** I believe that customers and employees simply want transparency... especially when things go wrong. Exceptional results await the few brave companies who pledge never to hide.

Some **things to avoid** in 2016:

1. More surveys
2. Strategy work without executives involved
3. Tactical work without a strategy to point it toward
4. Looking at CX metrics as an absolute vs. one tool

As a discipline, what will be essential for CX in 2016? Organizational alignment continues to be the hardest thing for CX pros. The best discipline to nurture alignment in the organization is **storytelling** the existing customer journey, and then offering up a narrative of a new journey that inspires people to believe in your goals. Those who do perform at the highest levels in our profession become advanced storytellers. It's a dynamic that many companies should consider when hiring/placing people in the top roles.

*"I believe that customers and employees simply want transparency... especially when things go wrong. Exceptional results await the few brave companies who pledge never to hide."*

## CX Expert – Diane Magers, CCXP

Customer Experience Executive, Insights. Innovation. Impact.

**How close were your 2015 predictions?** 2015 saw a huge surge in understanding the emotional needs of customers, gaining their attention, understanding their movements through channels and being more proactive and even preemptive.

**What do you believe will become a primary focus for CX in 2016?** The entire business model and the way organizations work will continue to change. The disparate approach to understanding, designing, serving and benefits will no longer serve organizations as it had in the past. Employees as customers will be a driving force for organizations that want to change. Change management continues to be the right arm of customer experience. Leading organizations will move from customer experience to customer, associate and partner engagement.

**What CX challenges new or old do you think most companies will face in 2016?** Understanding how to engage customers, as we all compete for their attention, will be a challenge. The visual, compact messaging that organizations will need to design will become more critical. We will lose more of our ability to have personal, human-to-human connection as ways to engage customers with our brand, so that engagement takes on a whole new flavor and importance.



*"Employees as customers will be a driving force for organizations that want to change. Change management continues to be the right arm of customer experience."*

- The internal “way of doing business” in a collaborative manner will continue to challenge organizations.
- Aggressive disruption - not just innovation
- The lens and meaning of measurements and metrics will change, such as understanding how the customer measures success. More sentiment metrics will appear, such as trust, perception and brand affinity and enthusiasm.
- Understanding and building emotional triggers will be critical in all components of the business – marketing, sales, care and digital interactions.

**As a discipline, what will be essential for CX in 2016?** We will need to school ourselves (and our organizations) on human-centered and digital design approaches and techniques, increase our social media understanding and impacts, learn more about psychological and emotional understanding (and how to leverage shifts in psychographics), and address an ever-increasing need for organizational change management skills.

A top presentation from the 2015 CXPA Insight Exchange in San Diego was given by Derrick Hall, President and CEO of the Arizona Diamondbacks. Want more inspiration on emotional triggers? Check out his presentation [here](#).

Want to ask these CX Experts for more details about their comments?  
You can read their bios and reach out to them directly here.  
<http://community.cxpa.org/browse/cx-experts>