

# CCO – chief customer officer

8-module educational program for CX directors

Program overview

## FORMAT OF THE PROGRAM

- 8 modules
- One 8-hour module pro week in offline format
- Two 4-hour modules pro week in online format
- Each module consists of:
  - Theoretical base/tools
  - Practical exercises (individual and in groups)
  - Homework checks
  - Q&A sessions
- Practical homework after each module, checked personally by the trainers and discussed at the beginning of each module

# FORMAT OF THE PROGRAM

- BEFORE THE START
  - Each participant is interviewed to discover the goals, needs, expectations
- DURING THE PROGRAM
  - Each session is recorded
  - Recording is available up to 3 months upon completion of the program
  - Slides are available for participants after each session
  - Each participant has the right to re-visit the course (or any of the modules, live or online) for free during the next 3 years
  - Materials of the course can be used by the participants within their companies for non-commercial purposes
- AFTER THE COMPLETION
  - Each participant is interviewed to discover the level of satisfaction, whether the goals were met, what could be improved
  - By the end of the program each participant receives the certificate
  - Upon completion all participants are invited to join the Russian CX professionals club to share experience and further learn from each other
  - Each participant receives the after-course pack: check-lists, reading lists

# PROGRAM CONTENT

- Module 1. CCO – role and position.
- Module 2. Customer experience and customer journey.
- Module 3. Measurement system and CX management.
- Module 4. Communication with customers and working with customer feedback.
- Module 5. Creating CX strategy.
- Module 6. Measuring and developing customer-centric corporate culture.
- Module 7. Implementing changes.
- Module 8. CCO personality.

# PROGRAM CONTENT BY MODULE. MODULE 1

- Module 1. CCO – role and position.
  - CCO (Chief Customer Officer) position – world's best practices
  - Role, responsibilities, competencies, authority and responsibility
  - CCO in Russia – examples, experience in B2B and B2C industries
  - Basic CX terms: customer centricity, loyalty, satisfaction, service
  - Difference between terms, their interdependence and influence
  - Interaction with the company: customer view
  - Financial benefits of the customer-centric approach: cases, examples, research

## PROGRAM CONTENT BY MODULE. MODULE 2

- Module 2. Customer experience and customer journey.
  - How customer impressions are created
  - Customer experience in B2B and B2C environment
  - Customer expectations
  - Customer journey
  - CJM tool: why and how to create customer journey map
  - Working with data collected during CJM process
  - Service design
  - Segmentation of the customer base
  - Emotional and rational loyalty
  - Loyalty program as a part of customer experience

## PROGRAM CONTENT BY MODULE. MODULE 3

- Module 3. Measurement system and CX management.
  - Measuring satisfaction: CSI, CSAT, CES
  - Measuring loyalty: NPS
  - Designing the research: questionnaire, sample, format, risks, data quality, preparation for research, creating the hypotheses
  - Data quality principles
  - Data analysis
  - Data bias: major mistakes and challenges using NPS
  - Loyalty management strategies
  - Loyalty drivers
  - From loyalty to an employee to loyalty to the company
  - Loyalty growth instruments

## PROGRAM CONTENT BY MODULE. MODULE 4

- Module 4. Communication with customers and working with customer feedback.
  - Channels, influencing customer experience
  - Creating touchpoints: online/telephone/personal communications
  - Filling out touchpoints with content/impressions, creating newsworthy events
  - Scenario and algorithm of the call
  - Feedback and claim processing system
  - The cost of a non-resolved complaint
  - Complaint as a gift
  - Efficient work with “difficult” customers
  - Sharing the responsibility
  - Rational and emotional harm
  - Creating WOW impressions



# PROGRAM CONTENT BY MODULE. MODULE 5

- Module 5. Creating CX strategy.
  - CX strategy: a bird's view
  - Creating the reality map
  - Designing the desired customer experience
  - The foundation of CX strategy: mission, values and business strategy
  - Key building blocks of the strategy: products, business-processes, people
  - Key components of CX strategy: system, actions, personal goals and motivation, corporate culture
  - Defining the right priorities
  - Resources to execute your CX strategy

## PROGRAM CONTENT BY MODULE. MODULE 6

- Module 6. Measuring and developing customer-centric corporate culture.
  - CX (Customer Experience) and EX (Employee Experience): two sides of the medal
  - Tools to measure the level of customer centricity. MRI™.
  - Managing by values: spiral dynamics as a tool to analyze and develop company values
  - Customer-centric culture development strategy
  - Major challenges and mistakes in developing customer-centric strategy
  - Employee involvement tools
  - The competency of “customer centricity”
  - Hiring customer-centric people

## PROGRAM CONTENT BY MODULE. MODULE 7

- Module 7. Implementing changes.
  - From strategy to strategizing. Strategizing as a main approach to achieve results in VUCA world
  - Efficient change management
  - Global and local changes
  - Reactive and proactive changes
  - Perception of changes by customers and employees
  - Tools for managing customer loyalty and implement changes in a company
  - Action Plan as a main tool to implement changes
  - Stages and principles of the adaptive action-planning

## PROGRAM CONTENT BY MODULE. MODULE 8

- Module 8. CCO personality.
  - Internal focus
  - CCO (Chief Customer Officer) as a change leader
  - Points of bearing: resources for CX leader
  - Personality traits and meta-skills
  - Management and leadership in CX
  - CX leader as a role model for customer experience
  - Time and focus of attention
  - Inner meanings and values
  - Personal development of a CX expert

## PROGRAM TRAINERS



Natalia Kim

- Managing partner of Integria Consult
- Creator of the "CCO – Chief Customer Officer" program
- CXPA member
- Business trainer, coach
- Expert in integral development of people
- Customer-centric culture transformation expert
- Judge of the CX World Awards
- More than 10 years of practical CX experience

# PROGRAM TRAINERS



Olga Guseva

- Managing partner of Integria Consult
- Ph. D., MBA
- The only CXPA certified trainer in Russia
- CXPA member, CCXP
- Judge of the International CX Awards, CX World Awards, European CX Awards, DACH CX Awards, CX Leader of the Year
- Co-author of Customer Experience and Customer Experience II , Amazon #1 Bestsellers in “Customer experience” category



# EXAMPLES OF PROGRAM MATERIALS

## СВЯЗЬ И РАЗЛИЧИЕ МЕЖДУ ПОНЯТИЯМИ



- **Клиентоориентированность** – это мировоззрение и образ мыслей всех сотрудников компании, включая IT, бухгалтерию и службу безопасности. Даже если подразделение не общается с Клиентами напрямую (как например, IT), потребительский опыт может сильно зависеть от него – сколько Клиенту приходится ждать на линии при звонке в кол-центр и какую информацию сотрудник кол-центра может сообщить сразу.

- От степени клиентоориентированности компании зависит процент технопредо «Клиентоориентированности»

## СХ – НАУКА НА СТЫКЕ НЕСКОЛЬКИХ ПРИВЫЧНЫХ ОБЛАСТЕЙ

### 1. Маркетинг

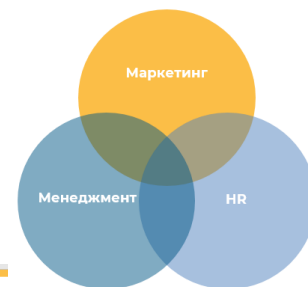
Количественные и качественные исследования, понимание потребностей клиента, сегментация.

### 2. Менеджмент

Управление проектами, создание стратегий, бережливое производство, управление изменениями.

### 3. HR

Работа с корпоративной культурой и



## ПОЗИТИВНЫЙ ПОТРЕБИТЕЛЬСКИЙ ОПЫТ КАРДИНАЛЬНЫМ ОБРАЗОМ ВЛИЯЕТ НА ROI

Лидеры позитивного потребительского опыта значительно превосходят рынок:

Динамика стоимости акций компаний-лидеров в области потребительского опыта по сравнению с отстающими за период 7 лет. S&P 500 (2007-2013)



Компания Watermark определяет лидеров в области потребительского опыта и отстающих как 10 первых и 10 последних компаний в исследовании компании Forrester Research, проведенном в 2007 - 2014 годах по оценке Индекса Потребительского Опыта. Сравнение основано на анализе средневзвешенной стоимости акций лидеров и отстающих по отношению к индексу S&P 500.

# STUDENT REVIEWS

**INVITRO**

"Впечатления хорошие, было удобно, т.к. была возможность задавать вопросы в любое время/получить ответы и во время занятия."

бизнеса было ценно структурировать уже имеющиеся знания/дополнить и закрепить их на практике. В компании из полученных на курсе инструментов внедряем CSI/NPS, в перспективе планируем внедрить Action Plan."

Отзыв о курсе ССО Натальи Лаврентьевой, руководителя направления клиентского сервиса ОПРК «ИНВИТРО»,

*"It is convenient to have recordings, great that I can ask questions any time. Was important to structure the knowledge I already had and add new"*

  
**MOLINOS**

занятия сразу же выгружались в закрытую группу в FB и это удобно. Было много практики и разборов реальных задач. Для понимания, как важно работать с обратной связью и что сервис — это комплексная работа, которая должна проходить с участием всех отделов. Были практические занятия, на которых мы разбирали реальные кейсы, очень понравилось занятие по CJM. Было полезно занятие по разработке анкеты и NPS. После Курса мы внедряем в компании сбор обратной связи по сервису, выработку критериев сервиса, регулярные опросы клиентов, улучшение сервиса. Хочу выразить благодарность за создание уютной атмосферы (угощения, живые цветы, гостеприимство)."

Отзыв о курсе ССО Марии Алифан

  
**МАСТЕРСКАЯ  
ЗДОРОВЬЯ**  
СЕТЬ СПЕЦИАЛИЗИРОВАННЫХ КЛИНИК

"Я рекомендую ориентироваться на ежедневные рекомендации"

нам быстро и адекватно реагировать на обратную связь"

по клиентоориентированному сервису в корпоративном формате. Мы ставили целью создать план работы в этом направлении для всей нашей компании на год вперед и мы прекрасно справились с этой задачей. В последующие несколько месяцев мы произвели в бизнес-процессах компании существенные изменения, провели опрос сотрудников всех наших филиалов для выявления уровня NPS внутри компании, по результатам опроса приняли ряд решений, необходимых для улучшения клиентского сервиса и повышения эффективности работы нашей компании."

*"Great impressions. Learnt in a single burst. Great mix of theory and practice. Working and welcoming atmosphere, great info without the fluff, a lot of practice and real examples"*

*"I recommend the program to all business owners that are looking to create the individual approach to the customer. We have changed our measurement system, improved claim and feedback processing system."*

**Chief  
Customer  
Officer**  
Программа обучения  
СХ директоров

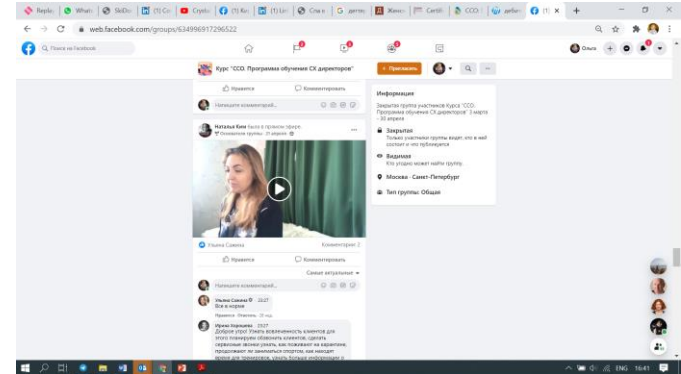


# BUSINESS CONTINUITY PLAN

- The course is **flexible** and can be delivered in online and offline format
- **2 trainers** are sharing the content to deliver. In case of sickness one trainer is fully prepared to replace another. In case both trainers are sick the third stand-by trainer (Ulyana Sazhina, managing partner of Integria Consult) is available to step in and replace colleagues.
- The sessions are **recorded** in case any of the participants have missed one or some of them.
- Each trainer has **2 back-up Internet connections** in case the main line fails.
- All technical aspects are managed by dedicated **Program manager** (connection issues on participants side, documentation, recordings)
- All training materials (presentations, check-lists, homeworks) are stored in a cloud service to avoid dependency on local hardware

# FAIR RULES AND CONFLICT RESOLUTION

- Integria offers 100% money-back guarantee in case a participant is unhappy with the content/quality of the course. The decision can be made by the 3<sup>rd</sup> module.
- Each participant has a right to visit the course once again during 3 years period in online or offline format.
- Program manager monitors customer feedback after each module and necessary adaptations are made in terms of speed of delivery, tech equipment, theory/practice split as per individual group's needs.
- Trainers set up dedicated time for Q&A during each session and between the sessions.
- For online sessions, a dedicated Facebook group is created to manage customer feedback, ideas and questions. If questions asked by the participants require a detailed answer, the trainers are recording the video answer for the benefit of participants at no additional cost.



## OTHER TRAININGS AND WORKSHOPS RUN BY INTEGRIA TEAMS

- 2-days Customer Experience Masterclass by Ian Golding (run under the license)
- Customer-centric written communications
- Customer-centric approach to accounts receivable
- Customer complaint as a gift
- Emotional intelligence for CX experts
- Meta-skills for CX experts
- NPS: measuring and managing customer loyalty
- CJM workshop
- CX strategy workshop
- Mission and values workshop