In this guide to CX Program Management, learn how to build and strengthen the four pillars that drive great CX programs:

- **Program Roles & Responsibilities**
- **Engagement**
- **Innovation & Evolution**
- **Governance**

**YOUR PARTNER IN CX PROGRAM DESIGN AND EVOLUTION**

commonFont helps the world’s top companies capture, interpret, and act on customer feedback data, converting unhappy customers into happy ones and building loyalty that drives growth.

From operational customer experience best practices to elegant Medallia platform design, commonFont delivers high impact services designed to unlock the power of Medallia and advance your program and platform over the long-term.
Why CX Program Management Matters.

At commonFont, our years of experience helping leading organizations develop and evolve their customer experience programs and platforms have shaped our understanding of the drivers of great CX program design and practice.

Companies with high-performing program management functions go beyond capturing customer feedback and reporting on it to the organization. The magic happens when CX program teams help the organization establish and execute on a customer-centric strategy that drives organizational action and improvement.

CX program management is the discipline of orchestrating and advancing a CX program that relentlessly drives improvements in how your company designs and delivers great customer experiences.

A 2016 Harvard Business Review article highlights that customer-centric growth, which is fueled by “deeply understanding your customers’ needs and fulfilling them better than anyone else,” requires the organizational capability and processes to distill customer data into insights and to turn insights into customer-centric strategy and innovation.¹

In this white paper, we focus on the tenets of CX program management, their application, and practical steps that CX leaders can take to drive continual learning and customer-centric growth in their organizations.

Four Pillars of High-Performing Programs.

Based on our work with customer experience leaders across diverse industries, we’ve identified four key pillars of high-performing program management functions.

PROGRAM ROLES & RESPONSIBILITIES

The responsibilities--and the roles that hold them--that ensure coordinated, diligent, and high-quality development and execution of program strategy and vision.

CX practitioners should establish program roles and responsibilities that advance a customer-centric strategy within the organization. In defining roles and responsibilities, ensure that these align with and advance customer experience goals, and provide clarity regarding ownership of and accountability for program and business outcomes.

While roles and responsibilities will vary based on program maturity and business needs, most high-performing program management functions ensure that ownership for the following responsibilities is clearly defined:

- Establishing program strategy
- Driving organizational accountability and engagement
- Communicating and marketing the program
- Leading day-to-day operations
- Executing/coordinating technical tasks

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**ENGAGEMENT**

The cross-organizational adoption of CX goals and tactics that promote and sustain a culture of continuous learning and improvement.

To promote ongoing customer-centric learning and improvement, practitioners should foster broad and enthusiastic engagement with CX goals across the organization. Each individual has a role to play in improving the customer experience, and high-performing organizations display a culture of ownership and impact on the customer experience across levels and business units.

At each level in the organization, employees should be empowered, authorized, and motivated to do their part in delivering a great customer experience, and they should be recognized and rewarded for doing so.

In practice, CX program management leaders can facilitate engagement through:

- Executive sponsorship and communication
- Training and outreach
- Marketing and promoting the impact and ROI of CX improvements
- Recruiting, hiring, and promotion criteria
- Recognition and rewards

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**INNOVATION & EVOLUTION**

Organizational learning, change, and growth motivated and supported by the CX program.

Experimentation and innovation are critical to keeping a program fresh and relevant as it matures. In an analysis of 140 CX programs across two years, Medallia found that companies that recorded the most substantial improvements in NPS ran seven times more innovation tests than those in the bottom quartile of NPS improvement.²

When a CX program is newly implemented, an organization reaps tremendous benefits from capturing and listening to the customer voice. However, as an organization moves beyond this honeymoon phase to the hard work of sustaining engagement and driving continuous improvement, the program must continually advance--and ask the business to advance--in order to meet the constantly evolving needs of customers. A willingness to experiment and change to adapt to customers’ evolving needs and expectations is a hallmark of great CX programs and organizations.

We’ve seen many organizations consider significant changes to their program to lower barriers to experimentation, including removing or modifying employee incentive programs that are linked to survey scores, which can inhibit rapid and iterative change.

We advise that CX leaders consider the following practices to instill a spirit of ongoing evolution within their programs and organizations:
- Rapid iteration through technology to promote CX engagement and relevance
- Adoption of an “outer” closed-loop process to cycle suggestions from the frontline to the appropriate internal groups for evaluation and implementation
- A mechanism (e.g., pilots) for evaluating the impact of new business ideas on CX
- An open invitation to the organization to participate in innovation and evolution of the CX program
- Partnership across business units to drive customer-centric innovation
- A culture that recognizes and rewards continual learning and improvement

**GOVERNANCE**

Policies, processes, and practices that guide and ensure thoughtful decision-making, change management, and accountability for program results.

Program governance is the oil that greases the engine and the critical pact that the program team forms with the organization: You do your part in hearing the customer voice and striving to adapt and change and grow, and the program team will do our part in establishing a top-notch program that consistently fulfills the organization’s need for customer feedback and that hears and responds to feedback from business stakeholders through continuous innovation in and advancement of the CX program.

CX program teams earn and sustain their credibility through effective governance. Program team leaders must build transparency and trust through openness to feedback from the business and effective mechanisms to respond to that feedback in a transparent and predictable manner.

Key components of CX program governance include:

- Recurring, inclusive forums for submission and consideration of requests and ideas
- Cadenced roll-outs of program changes and enhancements
- Consistent communication
- Accessible documentation that outlines program strategy and goals

**In Sum.**

It takes the broad and sustained efforts of an entire organization to sustainably and measurably improve the customer experience. CX program teams have the mandate and the mechanisms to define the parameters, goals, and priorities of their organizations’ CX engagement and efforts.

By focusing on defining and building the four pillars of CX program management -- program roles and responsibilities, engagement, innovation and evolution, and governance -- CX teams can improve upon strengths, shore up weaknesses, and ensure maximum impact on the organizations that they support, influence, and drive.
Endnotes


About commonFont

commonFont focuses exclusively on implementing, evolving, and supporting world-class Medallia customer experience programs. commonFont’s approach reflects our deep expertise in Medallia, commitment to long-term client success, and service-driven culture. We specialize in building and supporting the most innovative and customized implementations of Medallia, serving a diverse community of global enterprises.