Building a CX Team
Building a CX team:
What we learned at XP Inc.
2004 — First office of XP Investments.
Three retail brands:
Guilherme Kolberg, CFA, CFP

Head Customer Experience @ XP Inc.
Don’t focus on your competitors, focus on your customers.

Jack Ma
Co-founder of Alibaba
Our 7 steps for a Customer Centric strategy

1. Select a consistent method to listen to your customers
2. Granularity to tell the story of your client
3. Make the entire company responsible for the client experience
4. Information must create action
5. Satisfaction = Financial results
6. Digital transformation
7. Culture as a catalyst
Customer Centricity is a mindset that is built with practices, processes, and daily exercise to put the customer first.
The team
Building a CX Team

1. What is CX for you and your company?
2. What is the business problem that a CX team would solve?
3. Where is CX in the organization?
4. What would be the pillars and the framework?
5. The team and assignments
6. Big Dream
1. What is CX for you and your company?

CX:
It can be everything or it can be nothing.
1. What is CX for you and your company?

- Marketing research
  - Estrategic
  - Contact to customer pain points

- Customer Service
  - Estrategic
  - Contact to customer pain points
1. What is **CX** for you and your company?
2. What is the business problem that a CX team would solve?

https://engagecustomer.com/need-dedicated-customer-experience-team/
2. What is the business problem that a **CX** team would solve?

**XP Inc. problems and opportunities**

1. Lack of centralized vision of clients pain points and opportunities
2. Fragmented vision of client Experience across the company
3. Decisions that could impact the client Experience could be make without further questioning
3. Where is CX in the organization?

Where does your company’s customer experience team report into today?

- Marketing: 27%
- A Business Unit/Line of Business: 13%
- Customer Service: 11%
- Chief Executive Officer: 9%
- Chief Operations Officer: 7%
- Operations: 7%
- Chief Information Officer: 5%
- Chief Customer Officer: 4%
- Don’t Know: 4%
- Other: 13%

Base: 55 customer experience professionals whose companies have a centralized customer experience team.
3. Where is CX in the organization?

“Everyone in the company is responsible for the customer’s experience. A dedicated CX team will connect the dots”
Most Common Governance Models

Centralized
Strong corporate authority (One CX Team)
Centralized customer experience program with support from champions in key functions

- Executive Sponsor
- CX/Program Leader
- Governance
- Analytics
- Initiatives/Closed Loop

Decentralized
Shared authority across BUs (Independent CX Teams)
Customer experience program owners in each business unit.

- Executive Leader
- Executive Leader
- Executive Leader
- Cross-functional alignment As Needed
- BU 1
- BU 2
- BU 3
- CX/Program Leader
- Analytics
- Initiatives/Closed Loop

Hybrid
Central Advisory and Governance with Localized Accountability (CX Teams + Council)
Centralized corporate team focuses on methodology system and best practices while executions in within business units.

- Leadership Council
- Dedicated CX Leader
- BU 1 Leader
- BU 2 Leader
- BU 3 Leader
- Cross-Functional
- Core CX Team
- BU 1 Team
- BU 2 Team
- BU 3 Team

Medallia © Copyright 2019. Confidential
4. What would be the pillars and the framework?

**Enchant your customer**
- Do outsiders see XP as a customer’s centric organization?
- And do the insiders see it?
- Is the customer positively surprised by the experience?
- Are there unique and 100% personalized experiences?

**Improve Experience**
- Is the experience customized for the customer?
- Does the company add more value than other brands?

**Deliver to the customer what was proposed**
- Are company processes working?
- Are we delivering a products/service that meets expectation?
CUSTOMER EXPERIENCE
XP INC
FRAMEWORK

Strategic Committees

CX PROGRAMS
• Expert
• XP Tour
• WOW Program
• Other programas

CX Dashboards

VOC DATA (Voice of the customer)
• NPS/CSAT
• Reviews website
• Social media
• Customer service

Operational data
• SLA
• Availability of platforms
• Service level
• # of errors
• ...

Performance data
• Churn rate
• Referral
• LTV
• ...

Material confidencial
5. The team and assignments

Customer Experience XP Inc.

**CX GOVERNANCE**
- CX Insights
  - Lucca Seigne
  - Lucas Abreu
  - Pedro de Caroli

Continuous Improvement
- Alice Ferraz (coord. + Clear)
- Yule Silvino (XP)

CS 2.0
- Douglas Silva
- Jéssica Melhado

CS 2.0 – Social Midia
- Giovanna Garbelini
- Daniela Duarte

**CX PROGRAMS**
- Tour, XP Store and WOW!
- Expert e Expert Talks

- Ariel Campanha
- Camila

- Dani Menezes (B2B)
- Marcos Vinicius (Rico)
- Júlia Pires
- Raúl Varani
5. The team and assignments

**Purpose**
Democratize customer experience information across the company

**Scope**
1. Survey governance / Medallia
2. Delivery of analytical tools in real time to stakeholders
3. Evolve from analytical to prescriptive

**Main KPI**
Stakeholders engagement

**Team Skills**
Analytical / Data scientist / BI / Statistical
5. The team and assignments

**Purpose**
Strategically promote the needs of customers amongst all departments of the company

**Scope**
1. Coordinate the continuous improvement process with all areas of the company based on the customer’s vision
2. Perform the outer loop
3. Be the reference of the customer’s voice in each brand

**Main KPI**
NPS in each

**Team Skills**
Process / Engineer / Communicator / Methods
5. The team and assignments

**Purpose**
Transform customers into brand lovers through interactions, engagement and service

**Scope**
1. Social media interaction and support
2. Community management
3. Bring the customer’s voice at social media in a structured way to the company

**MAIN KPI**
Social Reputation Score (SRS)

**Team Skills**
Empathic / Creative / Dynamic
5. The team and assignments

Purpose
Create the Customer Centric Culture from the inside out and from the outside in

Scope
1. Expert and XP Tour as Customer contact point with the company
2. XP Store engaging brand lovers
3. Wow program

MAIN KPI
Several

Team Skills
Relationship / Organization / Charismatic / Engaging
6. BIG DREAM
BIG DREAM
CUSTOMER EXPERIENCE

MAKING XP INC. A REFERENCE IN QUALITY TO FINANCIAL SERVICE WORLDWIDE

1. NPS OVER 80 POINTS
2. AWARD FROM THE MOST IMPORTANT REVIEW WEBSITE IN BRAZIL
3. CLIENT ACKNOWLEDGEMENT AND INTERNATIONAL AWARDS
Next steps?

1. Understand what are the real struggles that a CX team can address. It may not be necessary to have a team.

2. Focus on the data. Transform the customer’s voice into truly strategic KPIs.

3. Create governance, focus on strategy and don’t stay away from the customer.

4. Have your big dream shared within the whole company.
Thank you.

Linkedin: https://www.linkedin.com/in/guilhermekolberg/