



**DOUGLAS  
JACKSON**

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**CUSTOMER  
DIRECTOR  
REPORT**

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**2022**

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# CUSTOMER DIRECTOR REPORT PREFACE

**This customer report has been specifically created as an overview to the Customer Landscape.**

This report provides a wide array of industry statistics and insight, with views from industry experts, to educate and inform on many aspects and benefits of the Customer-focussed Organisation.

The social and economic changes brought about by the pandemic are still playing out and companies want guidance to help them navigate that disruption and stay competitive.

The pressure from senior business leaders to prove true ROI from CX investment is greater than ever. This means for anyone going into a CX role, they need to show how they can quickly make an impact on improving customers' day-to-day experiences. But those quick wins must be made within the context of a longer-term vision which guides everything that CX teams do. Business leaders want to see strategic thinking from their CX leads.

Two key themes will stand above the rest in importance this year and should be prioritised by CX professionals, firstly delivering a personalised experience. Personalisation will be key to helping brands stand out, especially when consumers become more discerning with their spend as rising inflation starts to bite. Our data shows the power of giving customers a unique experience – providing a clear, distinct offer and making them feel valued drives brand growth and ultimately leads to commercial success. Brands like Tesco and Spotify use data particularly well to personalise products and services, from Clubcard specific deals through to Spotify's tailored playlists for users, with the impact reflected in their positions as market leaders.

Secondly seamlessly combining digital and in-person experiences. The world is not going back to how it was before Covid – the accelerated digitisation of how we work, shop and even socialise is here to stay. If CX teams haven't already, they need to understand how this shift impacts their engagement with and ways of delivering for the customer.

In retail especially we have seen rapid and fundamental change. Adapting to new hybrid e-commerce / store models doesn't have to mean suddenly launching your business into the metaverse. Instead CX teams should think about simpler initiatives to make sure customers still get the experience they'd expect from their favourite brands. That could mean having staff available to live chat with customers online to recreate the feeling of having attentive and friendly faces at hand in store. Or perhaps rethinking the click and collect experience – is it easy and stress-free to pick up an item?

Striking the balance of all the CX priorities is key to successful brand growth.

**Chloe Woolger, Commercial Director - Kantar CX/Data, Insight and Customer Experience.  
Exclusively written for the Customer Director Report**

# THE EVOLUTION OF CUSTOMER

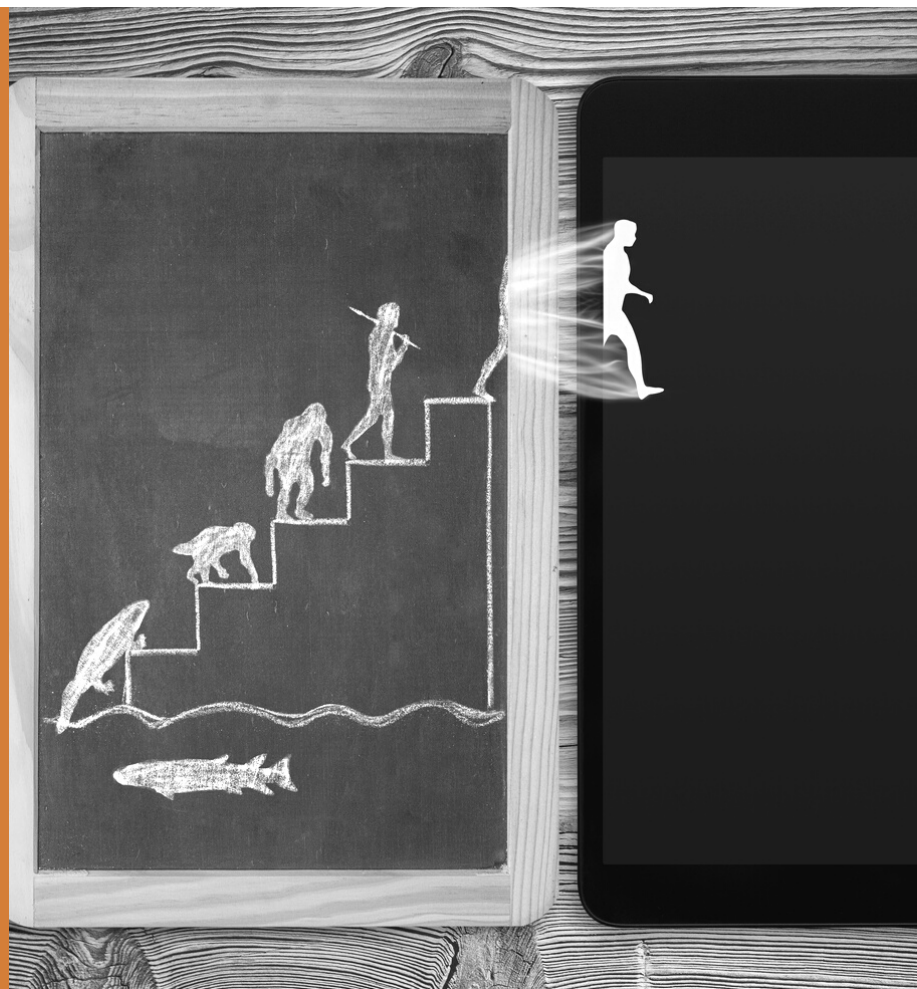
**The evolution of the traditional call centre into an omnichannel contact centre** has allowed companies to view the function less as a cost driver and more as an opportunity to provide strategic, experience-oriented customer care. With customers engaged via SMS, websites, chats, and social media, identifying customers' reasons for initiating contact has become a core analytics user case for virtually any contact-centre operation. **McKinsey**

## 64%

"**The State of the Customer Experience**" report, and statistics indicated that 64% of marketers believe that customers will become more demanding in 2022.

## \$17bn

**the estimated value** of the customer experience management market by 2026 (Markets and Markets)



According to **The State of Connected Customer** report, 84% of customers say the experience a company provides is as important as its products or services - and yet, there is a massive divide between customer expectations and what most businesses are actually delivering.

8% growth in customers who prefer to pay more for excellent service. **UKCSI Jan 2022 (Institute of Customer Services).**

Companies that are using data-driven B2B sales-growth engines report above-market growth and EBITDA increases in the range of 15 to 25%. **McKinsey**

## Chief Customer Officer, or Chief Experience Officer



OR

Chief  
experience  
Officer

The role of the Chief Customer Officer has increased significantly in the past 12 months with a rise of 85% of individuals with this title in the UK compared to last year. The majority of these come from the technology sector (34%), followed by financial services (13%). 44% of CCOs are Female. 7% of CCOs are from an ethnically diverse background.

The role of the Chief Experience Officer is also on the rise. At the moment the majority of these roles also sit within the Technology sectors (20%) and the Marketing/Research community (15%), Financial Services comes in fourth but with a heavy focus on fintech organisations. The majority of Experience Officer roles are in a B2B environment, with a few more focussed on employee experience over client or customer. 56% of the CXO are Male, interestingly the same gender split percentage as the CCO community.

# THE CHIEF CUSTOMER OFFICER

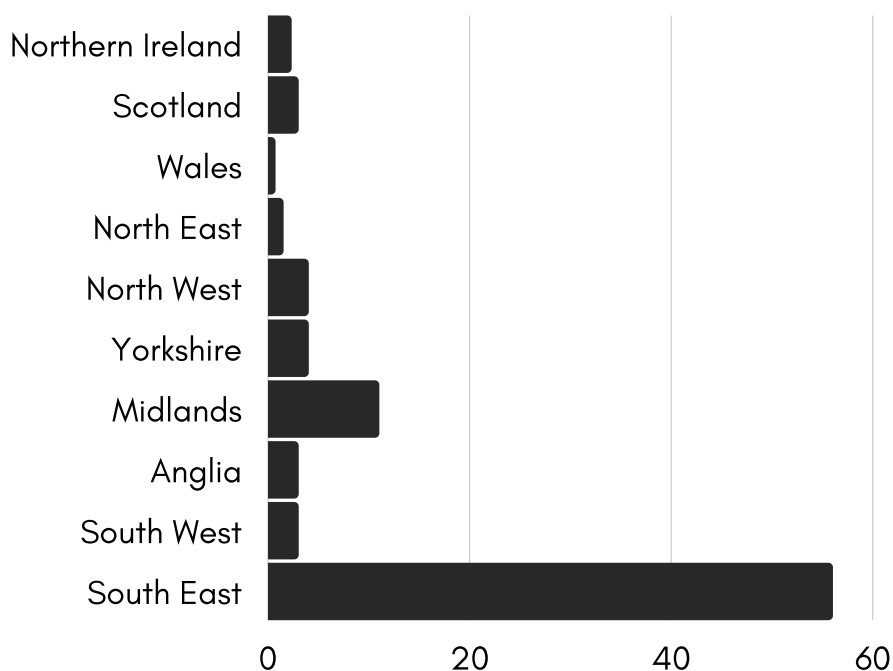
**A role that has become very desirable, both from a business and candidate perspective.**

"For customer leaders the boardroom has been a lonely place to be, finally, there is now a real appetite for CX investment in the board room" **CCO**

## THE ROLE

The Chief Customer Officer role has responsibility and accountability for driving the strategy and delivery of the Customer agenda across all business units and functions within an organisation. The digitally native, data and technology led brands are leading the way with the appointments of both CCOs and CXOs. This role is by and large a role of significant influence managing a variety of stakeholder relationships cross functionally. The role is most commonly very data driven, and is responsible for creating actionable insight for use to improve Customer Experience, Customer Success, sales and commercial profitability.

## Percentage of CCOs by location:

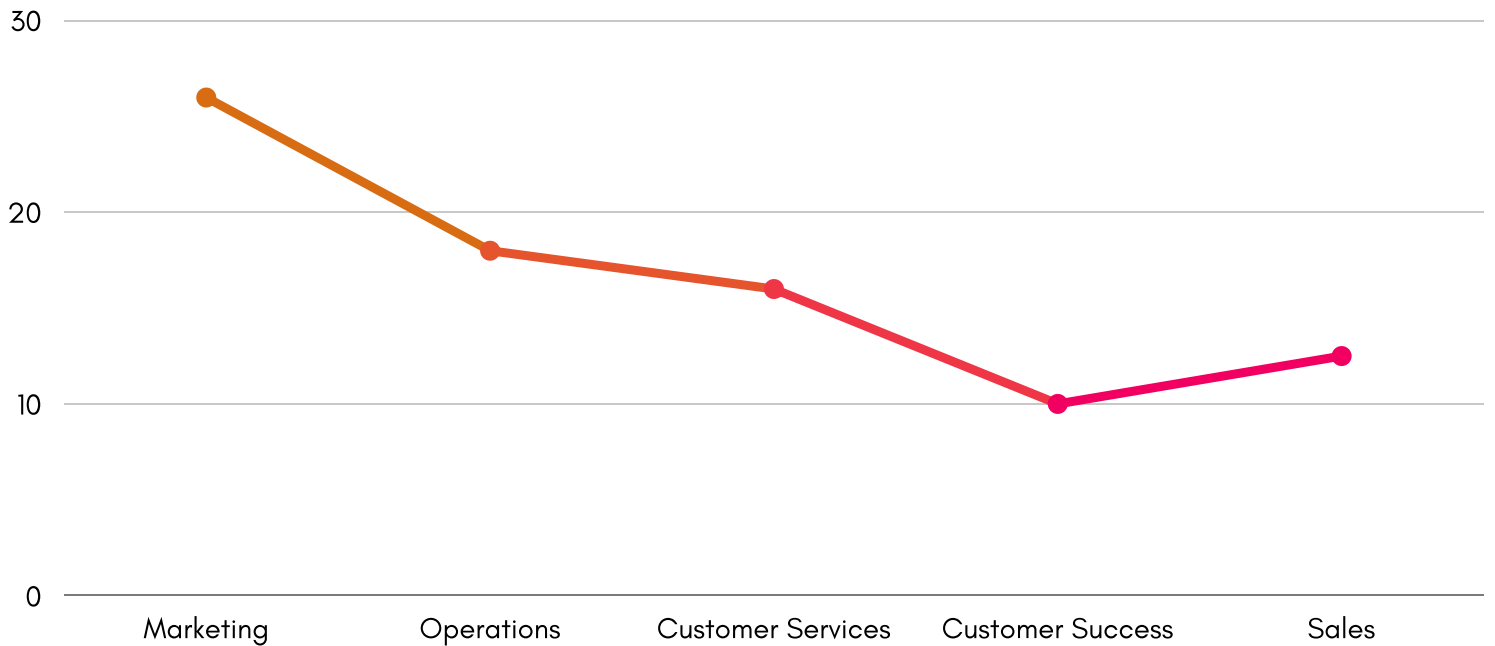


## INDUSTRY INSIGHT

Our CCOs are still more likely to live in the South East to include London and the Home Counties making up 56%. With 50% of Chief Experience Officers also located in the South East.

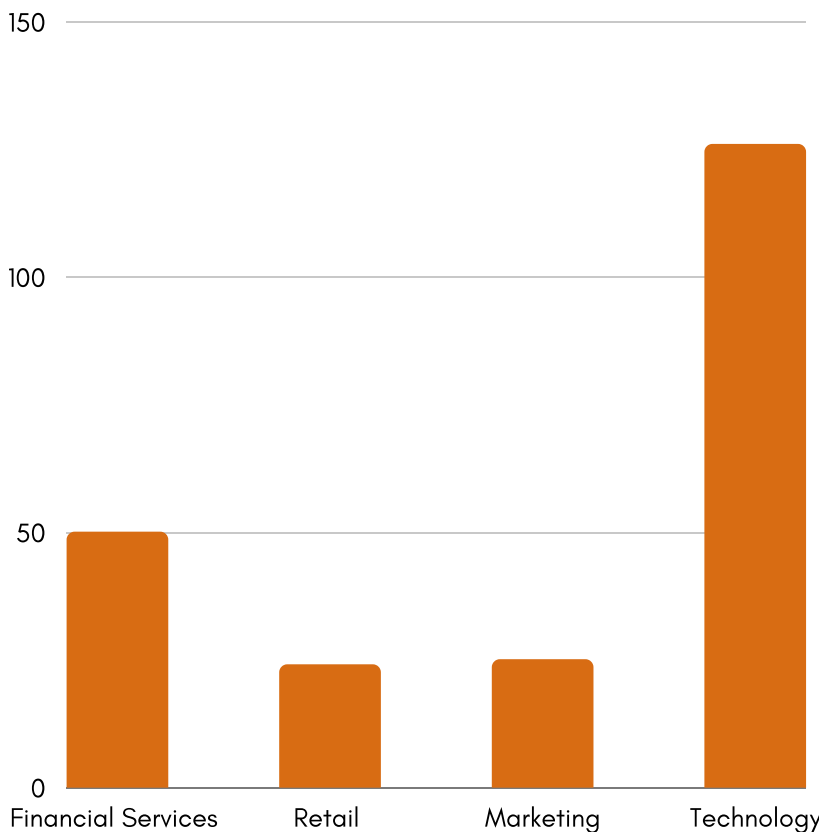
There has however been a shift away from the domination of CCOs who came from a Marketing background. At the end of 2020 this was 40% of the data, vs 26% this year.

Data on the role of the CCO suggests that 16% come from a Customer Service or Contact background, a 1% rise from 2020. 18% from an Operational and 10% from a Customer Success background. Interestingly four Founders/Managing Directors also gave themselves the title of CCO.



**BLEND OF ROLE**

In contrast to last year's report, we have seen more Chief Customer Officers appointed from an Operations, Customer Service, or Customer Success background. Last year's domination of Marketing background appointments is now much less. This will be a welcome trend for the CX community who have long believed that a CCO should be more customer than marketing focussed. This was also something that McDonald's cited after they appointed their first Global CCO role in 2021. The appointment of Manu Steijaert saw marketing reporting into a newly created Customer Experience function.



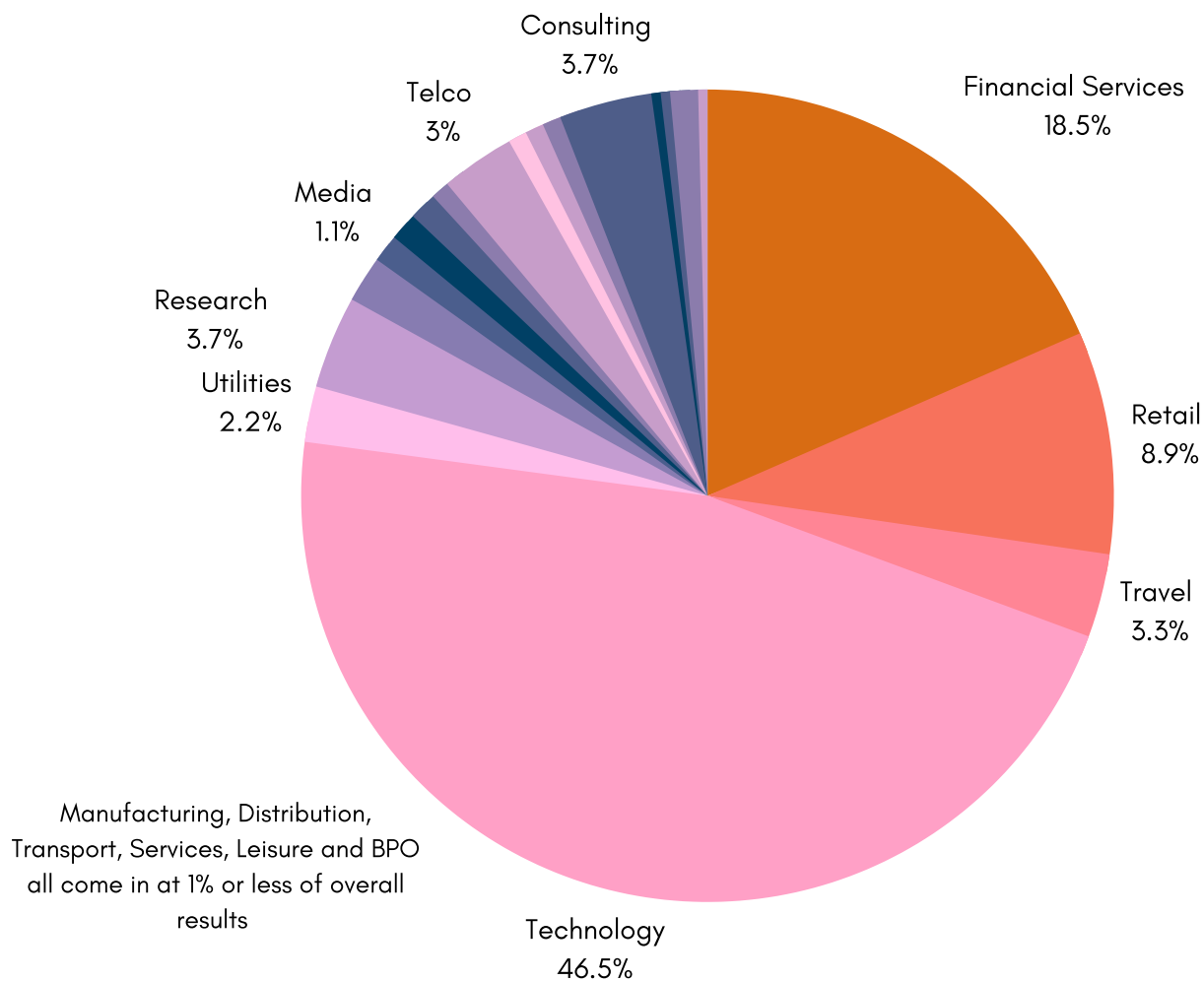
**CCO INSIGHTS**

Further insight into the role of the Chief Customer Officer role and the industry sectors where they work.

The Technology sector to include IT, SAAS, Software and Internet Services has led in the increase of the role of the CCO.

Financial Services continues to be a popular sector for this title as does the retail space.

Cont'd



## CHIEF CUSTOMER OFFICER INSIGHTS

The role of Chief Customer Officer has started to rise dramatically. With many other customer channels closed, customer contact has achieved a long-awaited seat at the table, no longer considered a cost to be rationalised, executives are realising the value not only for the customer, but for the business and brand as they benefit from the insight and data available to them about their company and future product and service strategies and direction.

Martin Hill-Wilson recently commented: **"The contact centre is the source of the new CEO."**

"The formation of the Customer Experience team strengthens McDonald's ability to lead the industry in anticipating and delivering on customer needs at every part of the Brand journey. As customer needs continue to evolve, we will create a frictionless Brand experience across all our service channels using the insights generated from our increasingly important digital platforms. Manu's deep understanding of the needs of our customers and his rich perspectives from multiple markets will be invaluable in leading this new team."

**Chris Kempczinski, President and Chief Executive Officer McDonald's**  
(Source: [corporate.mcdonalds.com](http://corporate.mcdonalds.com))

## CHIEF CUSTOMER OFFICER INSIGHTS

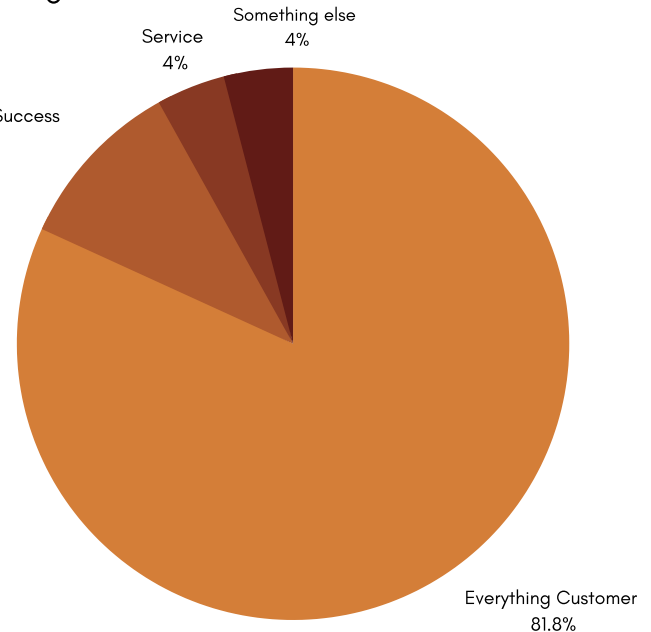
We asked our network through a LinkedIn poll what, in their opinion or experience, a Chief Customer Officer is, or should be responsible for; the post had 797 votes and 91 comments, here are the results and some of those thoughts:

**Alex Mead Chief Customer Service Experience Officer  
Customer Service Experience Director -**

For me it works best when the Chief Customer Officer has direct ownership of all customer interaction channels, which clearly means they will be hearing customer comments about anything at all, sales, service or operations related.

They then should have direct ownership of the innovation across these channels, so aspects such as utilising AI to improve experiences across Digital & Social Media and Contact Centre channels is key too.

Marketing/Service and Success  
10.1%



**David Y. Black  
President & CEO - NomadUX**

In my humble opinion and experience, I feel that this role should already be an integral part of the CEO/COO role (equally or solely with CEO/COO) as surely they should both be passionately focused on the customers of their business, otherwise what is their role? I have never really understood the need for a 'C' level 'Customer Officer' of any kind.

**Kathryn Downs  
CIO | Chair | LGBT+ Activist | Presenter | DJ**

*I'm not sure if there is a one size fits all answer, naturally there are some general responsibilities fit with the post, but what's more important to me it's a clear RACI across the C-Suite and effective decision making forums for cross departmental collaboration.*

**Reema Abu-Hammad  
Sr. Global Growth & Strategy Manager -  
Driller for Excellence & Leadership**

This position is to ensure that the other CHIEFS are driving the business for the benefit of the customer.  
This position could align the departments' outcome with the customer expectations.

**Karpagam Narayanan  
Save lives and create experiences with Customer Support Agents | Angel Investor | Board Member | Speaker**

We see organizations with this clear difference excel in their customer journey:

Customer experience is a cross organisation measurement across marketing, operations and customer service. It defines and measures the brand. Based on the type of business, it can lie within CMO, COO and CCO.

Customer care is how customers interact with the brand. This customer service experience falls under CCO.

**Chris Warticki  
Vice President, Customer Experience & Advocacy - Epicor Software, Global Customer Management, (HPI) Corporate Athlete, AAA-Rated**

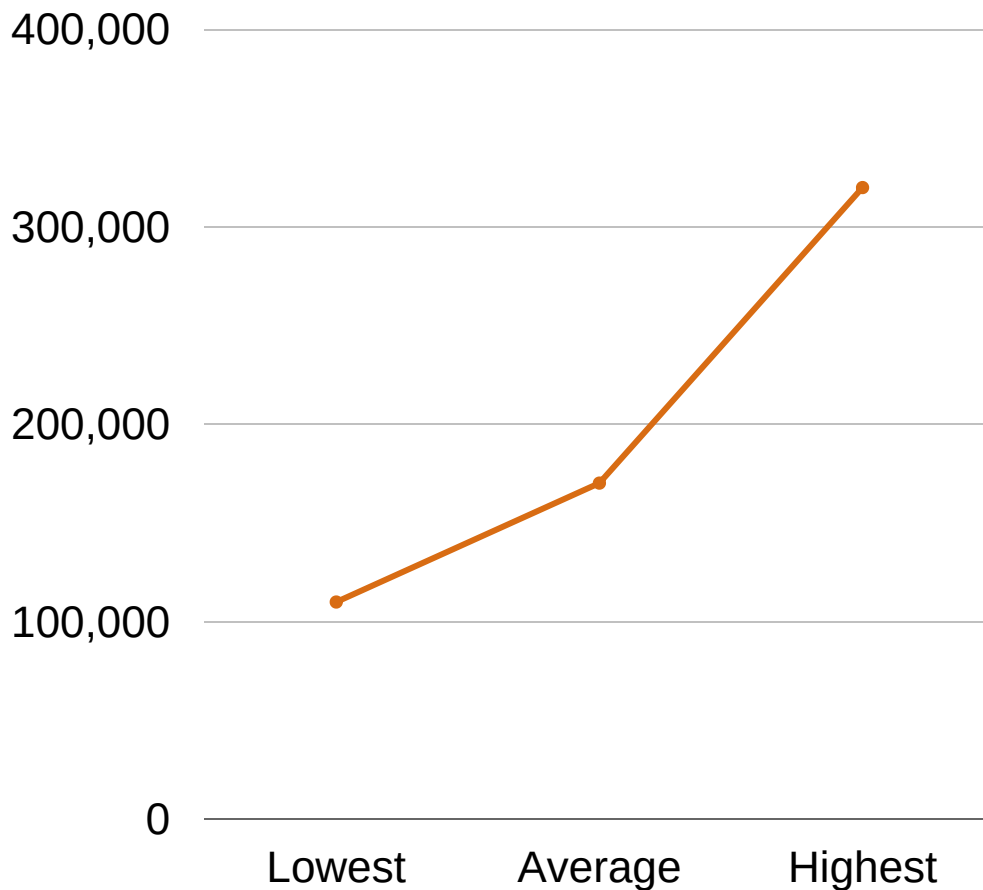
*If the CEO isn't the "Chief Customer Officer" in practice, presence and policy.... whomever fills the title/role is merely a placeholder.*

**Warren Buckley Retail Director, Thames Water.**

*As my career has developed I worry less about what I am directly responsible for and more what my accountabilities are. If I am the exec accountable for customer (as I am in my current role but I don't have customer in my title) then that is the foundation for how I perform the role and how I hold everyone accountable for the delivery to customers.*



## Remuneration of the CCO in GBP (Base salary)



The average salary for a CCO was £170,250, an increase of almost 6.5%.

The average salary for the female CCO was £178k vs £166k for a male CCO. The average bonus for a Chief Customer Officer increased by 1% to 32% of basic salary, with a wide range of additional benefits including LTIPs and share options.

### INDUSTRY INSIGHT

A recent study found that 89% of businesses now expect to compete on the experience they offer to customers, rather than simply the price of what they sell. Across industry sectors, bolstering customer experience will be a vital catalyst for growth. **Gartner**

2022 CX strategies across industries will continue to center on convenience and consumer satisfaction by nurturing omnichannel plans and implementing the latest technology. **Retail Customer Experience**

According to **Gartner**, ROI for customer engagement digital transformation programs is stunted by poor user experience. Boards and CXOs are also taking note of the negative impact of going “digital without transformation” in customer engagement.

# THOUGHT LEADERSHIP CCO

## Rohini Mehra

Chief Customer Officer at Bromford Housing, previously Director of Customer Transformation at Three.



*Rohini, What value do you feel the role of a Chief Customer Officer offers an organisation?*

The value this role can bring is overseeing the entire or end-to-end relationship with the customers and enabling the executive team to drive the effort within the organisation based on customer insight and customer needs. Often great customer experience is about the culture of the organisation rather than the activities and a role such as a Chief Customer Officer can help develop clarity around the culture that is needed to achieve the customer outcomes.

*Are there companies in your opinion that should not create the role of a CCO?*

This really depends on the companies' ambition and maturity. Companies who understand that they can remain competitive based on the experience they provide will know the value of such a role and organisations who are at the start of their journey of creating the culture change can hugely benefit from such a role.

*How do you think the last few years might have changed the focus on this role and our customer expectations?*

In the last few years on one hand, we have technology and access to information that are driving the change across customer expectations. Customers expect more from the companies they deal with and are now less tolerant of poor service. On the other hand, you have brands like Amazon and Netflix raising the bar on experience by making it easy and personally relevant.

There is now more than ever a need to keep up with the ever-evolving customer expectations and this is making organisations look at the structure at the executive level to bring a more cohesive view of the customer under this role.

One person cannot pivot an entire ship without power, influence and resources. It is very hard if that CXO doesn't have the full support of the CEO and the board. When the CEO is involved in customer experience, results are much better. The CEO must tie performance metrics to customer experience – across the entire business. And the CEO's performance should be tied to customer experience as well.

**Taken from "The case against a Chief Customer Officer" by Blake Morgan for Forbes**

# CUSTOMER EXPERIENCE DIRECTOR

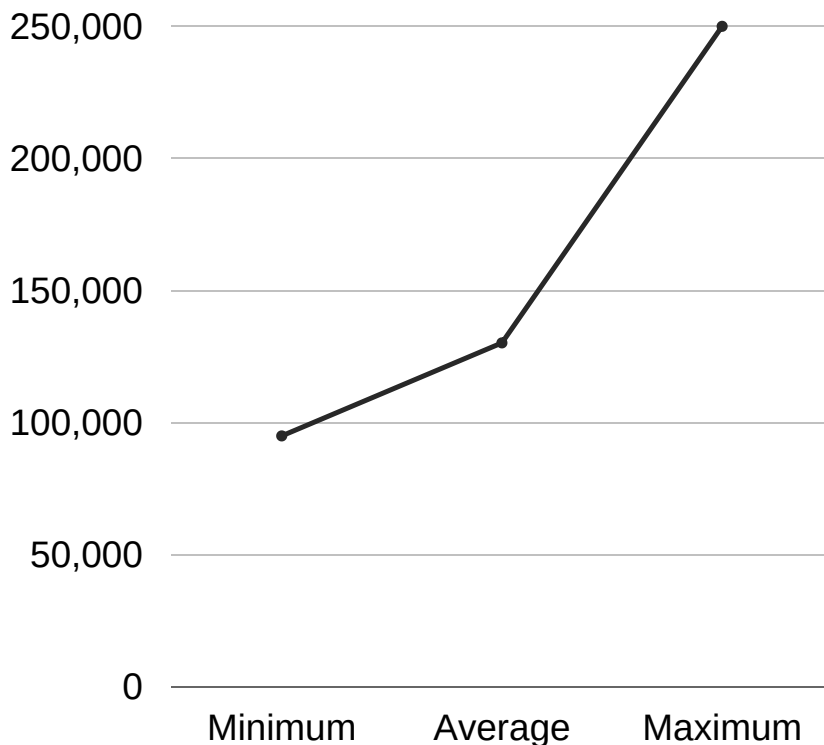
**Improving Customer Experience continues to be a huge focus for business as we move into 2022.**

Whilst many businesses have embraced digitisation and increased customer contact channels, the need to be able to differentiate and personalise, build trust and offer real value will continue to challenge many companies. **CXD**

## THE ROLE

There is still much confusion surrounding the role of a CXD, is it a purist, strategic journey mapping role? More marketing led, or even a contact centre role? The CXD can have a wide variety of responsibilities, ranging from operations over service, operations over an analytical population, to journey mapping across all touch points and having influence over all business areas. The role can also be a matrix management 'thought leadership role, bringing insight or analytical expertise into a specific area, for example NPS, or VOC, to a mixture of some or, all of these components. Continuous and process improvement is a large part of the Customer Experience Director's role, as is transformation, including technology, process and culture.

## Remuneration of the CXD in GBP



Average salary for a Customer Experience Director £130,000

## INDUSTRY INSIGHT

We have seen a rise in appointments of Customer Experience Director roles and whilst at the top end of the market, salaries have increased, there are have also been a large number of lower salaried appointments keeping the average to similar levels as published in our 2021 report.

The gender balance has also shifted to 58% Male vs 42% Female. A reversal of last years numbers.

Google Cloud Platform plans to invest in customer experience, globally. It will open a number of offices, expand its customer success operations and a training lab, as well as launch a professional services group to get users on their way with Google AI and Vertex AI machine learning platforms.

John Jester, Google Cloud VP of Customer Experience said. "Every customer conversation I have, every partner conversation I have comes back to there just aren't enough cloud experts on the planet to support this massive wave of migration and adoption." (**Source: SearchCustomerExperience Techtarget**)

# THOUGHT LEADERSHIP CXD

## **Richard Stollery**

Most recently Customer Experience Director at The Share Centre, previously Xerox, Lego and M&S



*Richard, you have had a really successful career across such varying sectors and working with brands like Xerox, Lego, Adidas, M&S to your most recent appointment at The Share Centre. You also have that blend of both Marketing and Customer, what do you see as the key ingredients for any business or brand looking to drive real change across their customer experience?*

More than ever, for businesses and brands to survive and thrive, they need to be 'joined up' and customer oriented. Unfortunately, most organisations say they put customers first but don't in practice. They believe it costs too much and typically don't place a value on factors such as any harm to the brand, the economics of loyalty, lifetime value, cost of goodwill, staff retention, etc.

This can lead to what the loyalty guru, Fred Reichheld calls 'bad profits', they are likely to be short term and at the expense of customers. In his new book, 'Winning on Purpose', he makes the case that 'the most resilient and sustainably successful firms consistently select one primary purpose: enrich the lives of their customers.' He then evidences that companies that best love their customers also deliver the best returns to shareholders.

I've had the fortune to see the benefits all stakeholders can enjoy from such a customer focus during almost ten years at LEGO, witnessing their turnaround from close to bankruptcy to become the largest and most profitable toy company in the world. LEGO is organised around the customer, not the other way round and they look to involve customers at every opportunity.

It's helped me coming from a Marketing and Customer background. I used part of lockdown to re-train and completed Professor Mark Ritson's mini-MBA in Marketing. I remember his very first words in Module 1 that 'you are not the customer', nor is your CEO or any of your colleagues. This was a reminder to me that you must understand your customers to be truly customer oriented. Only then can you segment, target, position and come up with your strategy and tactics to achieve the desired business results.

Designing a great customer experience is a key component here. One of my favourite quotes from Darren Kernahan is, 'brand is the promise you make, customer experience is the promise you keep'. Customers will put a lot more store in their experiences of your brand than they will take from your self-promotion.

This is why it's key your organisation is joined up. This requires leadership from the top down and a sustained effort to develop the right customer-centric culture. Working with your CEO, you can work to ensure everyone in the organisation has a common vision and understanding of the part they play directly or indirectly in delivering a great customer experience.

# CUSTOMER SERVICE DIRECTOR

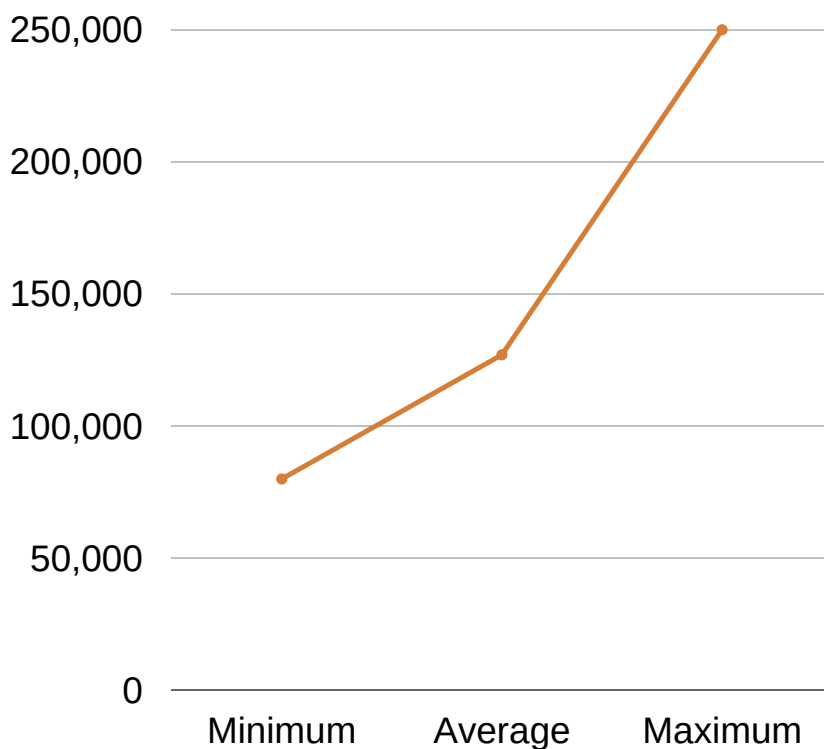
**The Customer Service Director generally has responsibility and accountability for a front office customer service, or contact centre operation.**

The CSD role usually reports to the COO, or CEO and may have responsibility for digital and/or back office functions.

## THE ROLE

The Customer Service Director will take responsibility for defining the strategy for a customer service operation, or contact centre estate, and creating a shared vision to enable the effective delivery of the strategy. This could be in a pure voice, multi channel, or omni channel environment. The CSD will be responsible for various layers of management and own/be accountable for achieving KPIs relative to customer service, Customer Experience and/ or sales, loyalty and customer retention.

## Remuneration of the CSD in GBP



## INDUSTRY INSIGHT

As with The CXD Role, there have been more entry level CSD appointments and a growth in CSD titles, bringing down the average salary with some, more senior, CSD appointments moving on into larger roles, or retiring. This has seen a reduction in the average salary of the Customer Service Director of 16% on last year's data.

The gender balance has shifted to 36% female vs 21% in the 2021 report. (Data from 470 CSDs 2022)

The average salary for a female CSD is £119,120 vs £130,538 for their male counterparts, a difference of 9.5%

HMRC names new Director General for Customer Service Group HMRC. Myrtle Lloyd

"I'm delighted that Myrtle will be joining us to lead the Customer Service Group, bringing with her a wealth of experience and expertise. 2021 will no doubt continue to bring many challenges to the way we work and deliver as an organisation, and Myrtle is very well-placed to help us rise to those challenges."

**Deputy Chief Executive and Second Permanent Secretary, Angela MacDonald**  
(source gov.uk)

**Wayne Grimshawe**

Customer Services Director at Photobox, previous experience includes Thames Water, Sky and Barclays.



# THOUGHT LEADERSHIP CSD

*Wayne, we spoke not that long ago around the evolution of customer contact, would you mind sharing what you see as the fundamental shifts at the moment?*

We are seeing a huge shift in demand in digital contact channels that make it easier for a customer to be able to get help without interrupting their already busy lives. For relatively straight forward contacts there is an emerging shift away from customer satisfaction to customer effort and first contact resolution.

Channel shift is a continuing subject with the introduction of more digital capabilities, however there are older customers that have developed 'channels of trust' with longstanding organisations and still perceive that they are the most effective channels to use. This is creating a huge challenge for organisations that are being pressured to reduce operating costs with so many solutions out there with senior customer professionals are trying to find the balance in order to protect the long standing relationships that they have and in turn increase value.

In addition, this behavioural change is being seen by our people. In the current economic climate many organisations are applying the pressure on resource costs and when mixed with less tolerance from frontline colleagues to toggle between systems there is a whole new approach to internal automation.

The digital shift requires new capabilities, greater tracking of customer demand across channels and a flexible operating model that can ensure that we can retain our relationships with customer today and in the future.

*You mentioned the shift between proactive vs reactive contact, can you tell us more.*

Customer contact is no longer just about reacting when customers reach out to us. Customer expectations are now that we should be able to see what has happened to them. Whether this being that their order is late, their bill is much higher than normal, suspicious transactions etc. They also expect that the tone of voice is consistent throughout this process and that the outcomes of these communications are the same as the historic interactions they have with customers.

With automated solutions being adopted within the customer contact world it is fusing these aspects of the customer journey. The expectation is that customer contact professional should be looking at opportunities to fix these issues upstream and putting controls & communications in place for when they do fail. Therefore, the customer contact world is no longer being seen as a contact centre, but more a total ownership and care for customers when things go wrong.

*Where else do you see opportunity to challenge the traditional customer service model?*

I believe that the items above, together with an enhanced level of data, means that traditional operating models are no longer able to be lifted and shifted across organisations, which has been relatively successful over the last 10 years. It is becoming expected that the customer contact professional has the capability to understand the dynamics of the organisation and its customers to develop a bespoke operating model that wraps itself around the end-to-end customer experience.

Customer contact was always the end of the line, mopping up what the rest of the organisation didn't get right and then developing insight and reports in the hope that they make it on to a set of business change initiatives. It is now being seen as a 'value centre', where we can support broken process and deliver enhanced relationships that will drive and optimise conversion and retention at a price point that works for the organisation. Understanding this and developing deliberate journeys with the process owners is a fundamental shift in how a customer contact function will be operating in the future.

# CUSTOMER SUCCESS DIRECTOR

**What is the Customer Success Director? In too many organisations it is a 'nice to have' title but is a mere replacement for the term of Account Management, or client services.**

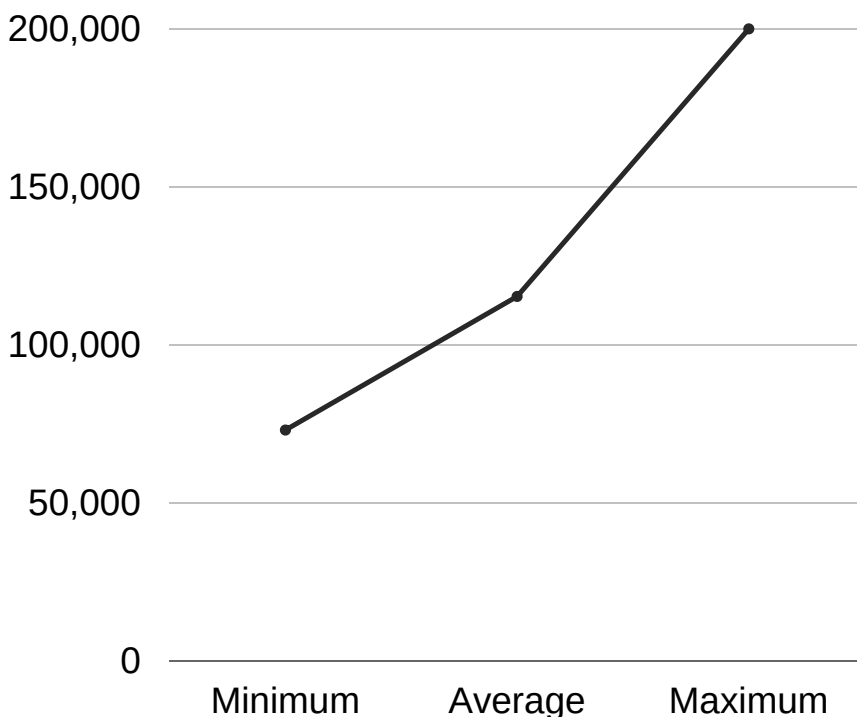
Where is the value creation coming from, the development of future strategies and product positioning? It's time for real change and to give this role the opportunity to really mean something and start driving positive change for customers. **CCO**

## THE ROLE

The Customer Success Director role is a role still predominantly found in either the technology, SAAS and or B2B services space. Like the adoption of the term 'customer experience', there remain significant differences in the role and its responsibilities from business to business; for many it is a rebrand of a previous account management or client services function, but the real future looking progressive organisations are using the role to drive more significant changes in strategy and product thinking and development to enable their customers and their customers' customers achieve better success.

## Remuneration of the Customer Success

### Director in GBP



## INDUSTRY INSIGHT

The Customer Success Director gender split is still relatively even, 40% (45% in 2021) being female.

Customer Success salaries have seen a rise of just under 9% since the 2021 report.

With only 5% of leadership positions in the technology sector held by women (Women in Tech - Time to close the gender gap report PWC), it is great to see such a high % of so many female customer success leaders.

Over a quarter of female students say they've been put off a career in technology as it's too male dominated.

Technology organisations need to highlight how technology is a force for good if they want to attract more females to the sector. Half of females say that feeling like the work they do makes the world a better place is the most important factor when deciding their future career.

**Women in Tech - Time to close the gender gap report - PWC**

# THOUGHT LEADERSHIP TRANSFORMATION



## **Bontle Senne** (she/her)

has led large scale business, technology and people transformation on three continents, is on the HR Forbes Human Resources Council, a fellow of the Royal Society of Arts, Manufactures, and Commerce, and on the Board of Trustees for both St Mungo's and Refuge.

*Bontle, you have extensive experience leading large-scale business, digital and people transformation, what do you see as some of the strategic challenges that face organisations looking to drive significant change across their people or their business?*

Beyond the obvious, I have recently seen two trends that are worth consideration.

*The first trend is an overreliance on external consulting as a response to not having sufficient internal capabilities or capacity. Whether the support is from a top-tier management consulting firm or a global systems integrator, the long-term cost far exceeds that of internal support. It is not just the financial implications of the ever-renewing contracts. There is the loss of institutional memory and IP that means that no one internally knows the organisation's systems, process, or structures better than the consultant analysts or partners. There is a loss of trust in employees who see consultants come in, seek their input, and then present their ideas as the firm's own. And there is a cycle of dependency that is very difficult to break for executives in organisations looking for simple, structured answers to complex, messy problems.*

*The second trend is change fatigue in middle management being replaced by failure acceptance. The depth and frequency of large scale transformation failures, especially digital ones, has become par for the course for many middle managers. With every failure comes new senior leadership who bring in their own new ideas, new strategy, and new consultants, The cycle of diagnostics, change assessments, board presentations, reorgs, redundancies, and promises to analysts begins again. But managers and staff have seen it before. They do not doubt that the plans are good but the past has taught them that execution usually isn't. So they don't even need to resist anymore. They can be indifferent, moderately engaged, and somewhat helpful. Or they can choose not to be, Either way, this too shall pass. They can wait the new strategy out and it is usually better to get on with their daily work and the operational pressures of running a business - especially when they aren't being rewarded or compensated for changing the business, only for keeping it profitable. This indifference is difficult to pinpoint, there is little root cause analysis that can be done on it, and so the latest transformation fails in 18 months, there is another reshuffle of leaders, and the cycle begins again. To make transformation work, leaders need to be straight up with manager and staff in two questions: what will be different this time and why should I believe you.*

*If businesses were not digitally aligned before, the last two years have certainly forced home that issue, where do you see the opportunities for a business developing their digital proposition?*

Firstly, it is important to understand the difference between digital transformation and IT transformation because this difference changes the nature of my answer. IT transformation is about re-energizing your people about your organisational identity and improving your value proposition through technology e.g., replacing legacy systems, improving digital platforms etc. Digital transformation is about radically changing your organisational identity and redefining your value proposition through technology e.g., Netflix moving from videos in the mail to streaming television.

**Cont'd**



***Cont'd; Thought Leadership Bontle Settle***

There are very few examples of real digital transformation and very few that actually have the appetite or urgency for change at that scale and pace. Which leaves IT transformation as the focus for most organizations. This is deeply unsexy but necessary work. There are opportunities to use this rebuild of the tech stack to offer greater speed, flexibility, and true omnichannel access to your digital proposition. There are opportunities to bring the total cost of ownership of the IT estate down and reinvest in innovation that really pushes the boundaries of the service or product you provide. The biggest opportunity for me though is one to actually define what your digital proposition is. It can't just be a new/better app, or monetizing customer data, or the holy grail of a sticky ecosystem to keep customers engaged and buying. The proposition has to be considered from the perspective of what the customer gets out of it - not what the company gets out of it. Do customers really want a converged offering or are they happy to keep mixing and matching for the best deal? Do customers value an omni-channel experience or would they prefer never having to call or email you again in favour of total self-service? And what is your digital proposition to your own staff? Online systems to apply for leave and bite-sized online training are not going to cut it for much longer.

*We touched on the diversity agenda and how despite the increased sentiment and conversations it hasn't yet yielded much fruit, why do you think that is?*

Diversity is not enough but it is simpler and offers easier to track metrics. Diversity just means there are more diverse people in the room. It does not mean that they have a say or get to make decisions about the company agenda - that is still the prerogative of leaders who are usually much less diverse. Diversity may mean more variety in the faces on the website but it rarely results in the same level of change when one gets to the management team page. Raising awareness or educating the organization seems to be the most popular vehicle for improving diversity these days. Some panels for Black History Month, Women's Day, or IDAHOT, a mandatory training on unconscious bias, and a new head of diversity to speak at the townhall once a year seem to be what most organisations consider as "working on" diversity, equity, and inclusion.

Instead of diversity, companies should be working towards equity. Equity is by its nature unequal and unfair. That's ok. It means that those who need more support get it and those who have no illusions about an equal playing field have a chance to win. Improving equity is also difficult, important, and requires large-scale cultural change. It may even need a rethink of processes and systems that mean people rely on who they know to get things done, rather than a process or consulting someone who is an expert. This should sound familiar because it is a transformation. If a tech or commercial transformation has no budget, no dedicated team, no presentation by the Chief Strategy or Transformation Officer to the board about it, and no plan for how people, process, systems, and structures need to change, no one will believe it is something leaders actually care about. Improving equity is a transformation programme, not business as usual HR, and executives need to act accordingly if it is something they care about.

As with any transformation, metrics are important to understand progress. Number of diverse people in roles, number of people trained, or number of events held are somewhat useless metrics to drive tangible change. I believe that the only metric that should matter is one question, posed directly to the diverse people in the organisation: has your daily experience of working here improved noticeably in the last 12 months? As long as the question goes unasked and unanswered, no real change will happen.

## Equality, Diversity and Inclusion

In a recent leadership poll we asked why less than one third of the UK's top jobs are filled by women?

Interestingly, **42% said there was a lack of opportunity**, with another **35% citing Imposter syndrome or a lack of self belief**. I spoke with one aspirational ascending female leader about this and she said, 'Yes I find myself questioning whether I am good enough, or if my opinions are valid. I have to stop myself and ask what would a middle-aged white male do?'



I voted that there were not sufficient opportunities for women to succeed in senior management roles. Having worked in a variety of management roles and industries across my 35 year career, I can reflect on what I have seen and what I am witnessing now.

I believe that generally women hold much more doubt about their overall abilities compared to men, and therefore tend to hold back when it comes to seeking promotions. Women also tend not to go overboard to network to improve their prospects, which has been key to many male counterparts finding their way into more senior roles. I feel like women simply work hard to demonstrate their skills in the hope they will get noticed.

These are just a couple of reasons why I think women are losing out to men in more senior roles. If we look at the discrepancies that continue with the gender pay gap, it is another major reason why women look at a role, see the sacrifices they will need to make, and decide against it.

If we can reduce wage inequality and prove to younger women that there is an equal platform, I think we will see an increase in women in more senior roles in the coming years.

**Emma Lower, CEO, Lendology CIC**

# DIVERSITY, EQUALITY AND INCLUSION

## Empowering women in the workplace could unlock significant economic growth. (McKinsey)

The pace of change is glacial in the majority of sectors and shows that women are outnumbered by men 2:1 in positions of power. (Fawcett Society Sex and Power Index 2022)

# €146BN

**additional GDP**  
if the gender gap is narrowed by  
2030 across Central & Eastern  
Europe (McKinsey)

# 8%

**Women who are FTSE 100  
CEOs**  
and there are no women of colour  
(Fawcett Society)



In contrast to the wider picture, the 'Customer' sector is a great place for gender diversity, with 46% of Chief Customer Officer and Chief Experience Officer appointments being female.

Those who are from an ethnically diverse background came in at 6% for the CCO community and 9% of the CXO current appointments. The LGBTQ+ community has generally been well served across the customer contact industry but more data is necessary across the Customer Director community.

'Diversity is being invited to the party. Inclusion is being invited to dance'.  
**Verna Myers, Director of VP Inclusion Strategy Netflix**

# CONCLUSION

## Looking to the future, written by Michelle Ansell, Managing Partner (she/her)

Michelle leads Douglas Jackson, a high-end retained search consultancy exclusively focussed on customer, digital and data-led business.

The Great Resignation, hybrid working and the 4 day week (30 companies are currently testing this concept), are hot topics of conversation right now, but let's face it, we don't yet have all the answers and we don't yet know what works well.

*'People are calling it the "Great Resignation," as the Gallup data shows, it's not an industry, role or pay issue. It's a workplace issue.'*

What has not changed is that most employees do not leave their employers, they leave their leader. In Gallup's State of the Global Workplace: 2021 report, they found that it takes more than a 20% pay raise to lure most employees away from a manager who engages them, and next to nothing to poach most disengaged workers.

When was the last time you sat down with your direct reports to ask them what really matters to them at the moment and to realign expectations, vision, value and purpose? This is a recommended activity for any leader serious about retaining their talent.

In the customer world, whilst there have been significant challenges hiring front line advisors, we have not seen the level of movement of senior leaders we would have expected due to the challenges and critical BAU requirements we have experienced. However, there are already signs of a high level of change to come and we expect this year to be an exciting and interesting place for customer leadership appointments.

Earlier in the report, we mentioned how customer and customer contact careers might be the source for the future CEO; as I was completing this report, it was announced that Lyssa McGowan has been appointed CEO of Pets at Home. Lyssa was previously a Chief Consumer Officer at Sky. This follows recent moves including Neil Blagden, who became COO and MD Cornerstone at Finastra; previously he was their Chief Customer Officer and a Director of Customer Service at Vodafone for many years. Robin Bulloch was appointed CEO of TSB Bank, promoted from Chief Customer Officer and Aileen Allins was appointed CEO of Wize Solutions, Aileen previously held the Corporate Vice President - Customer Service & Support at Microsoft position for 4 years until 2020.

It is great to see such a good gender and ethnically diverse representation across the customer community when compared to the wider markets. The growth of customer is good for business, customer, employees and the diversity agenda. I am truly excited for the year ahead and to see how businesses and leaders will adapt to the changes the last few years have had on us all.

2021 has been a challenging year for some, exposing many an organisation's poor Customer Experience, though we have also seen many brands thrive. What is clear is that strong, resilient leadership, a shared vision and purpose, with highly effective communication is critical for businesses' success.

As we look to the future; true omni-channel capability, digitisation, AI, faster, more meaningful insight derived from more sophisticated data mining, development of a personalised proposition that customers trust, a hybrid, or more flexible workforce, **will your brand and business be ahead?**





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If you are planning a senior leadership hire, schedule an initial discovery call and start your search today.

**DOUGLAS JACKSON**