



Chapter 5: Building experience businesses - Our lessons learned

Prepare for an open-ended large-scale transformation that is both demanding and rewarding

Building an experience business typically requires a large-scale transformation. It touches upon people, teaming, technology, data, governance, knowledge development, processes and much more. In other words, it can impact your entire organization. If you are transforming from a product-oriented business, for example, into a customer experience-led business, you are literally pivoting your entire organization to revolve around a different entity: the customer. It is not a sprint, but a marathon. It is not easy, but worth it.

In our daily consulting practice, we see almost all organizations struggle with the creation of an experience business. In this practical guide to building an experience business, we have described our position and insights on strategy, journey management, tracking and tracing, high-performing teams, platforms and scaling.

In this final article, we take a step back and discuss the key challenges we see organizations experiencing when pivoting towards a customer experience-led organization. Rather than discourage you, we are aiming to help you prepare for the job ahead. We have clustered the lessons we have learned into four common themes:

01 HOW TO POSITION YOUR EXPERIENCE BUSINESS TRANSFORMATION

- [Position the transformation as a new business context, with clear reach and necessity.](#)
- [Transforming into an experience-led business is an ongoing journey, not a one-time project.](#)
- [Leadership belief, buy-in and daily involvement are essential for success.](#)
- [Set realistic expectations: Don't expect a quick fix.](#)

02 HOW TO ORGANIZE

- [Establish effective governance between customer journey teams and enablement teams](#)
- [Emphasize the importance of continuous alignment at every stage of the customer journey transformation.](#)
- [From the outset, empower the customer journey teams to take ownership and build the digital experience.](#)
- [Portfolio management is essential to ensure priorities align across the teams and capacity is assigned to the right opportunity areas.](#)

03 WHERE AND HOW TO START

- [Prioritize strategic customer journeys that address significant business challenges](#)
- [Start with one multidisciplinary team focused on the largest opportunity area, give it freedom to experiment, and scale out once robust ways of working have been defined.](#)
- [Use live demonstrations to spread enthusiasm and commitment throughout the organization.](#)
- [Ensure that front-end development teams seamlessly work within the customer journey team.](#)

04 MEASURING THE PERFORMANCE OF YOUR EXPERIENCE BUSINESS

- [Manage teams based on critical business key performance indicators \(KPIs\) right from the start.](#)
- [Focus on conversion rates, experience quality and journey costs.](#)
- [Make customer journey performance reports a regular item on the agenda of standard business meetings.](#)
- [Regularly share customer journey performance updates with the entire organization.](#)
- [Evaluate the customer journey performance promptly and align it with the critical business KPIs](#)



LOOKING BACK ON OUR OWN STORY

As Deloitte Digital we had to go through multiple changes ourselves to be where we are today. From our successes and failures, we had our fair share of learnings. Like our clients, we thought big, but had to start small, with one client, one project, one team, and one journey - scaling gradually over time.

We are proud to say we have been able to help many of our clients to make great progress on this 'marathon' journey and look forward to supporting future marathons.

The framework below summarizes the building blocks of an experience business. These building blocks have been described in the previous chapters. This proven framework will guide you on where and how to get started.

THE PRACTICAL HOW-TO GUIDE

01

Experience Strategy & Principles Embedding convenience, personalization and brand throughout your customer journeys.

02

Design & Configure Customer Journeys Bringing customer journeys alive based on your strategy with service design and agility.

03

Track & Trace Customer Journeys Managing performance with connected data, dedicated KPI frameworks and dashboarding.

04

Building Customer Journey Teams Building customer journey teams from the ground up.

05

Digital Experience Platforms Facilitating and scaling hyper-personalized experiences with the right technology.

06

Scalable & Efficient Customer Journeys Managing, scaling, and maintaining customer journeys across multiple markets/brands.

07

Challenges, Scenarios, Roadmaps Successfully rolling out an experience business in your organization and overcoming transformational challenges.

THE BUILDING BLOCKS FOR YOUR EXPERIENCE BUSINESS



Experience, Strategy & Principles
Starting point



Business Implementation and Configuration
DXP Building Blocks



Scaling and Formalizing
Formalization

1 Experience Strategy & Principles

Setting principles for embedding convenience, personalization and brand purpose in customer journeys

2 Customer Journeys Redesign

Designing and configuring customer journeys based on experience strategy



4 Customer Journey Teams & Capabilities

Building capabilities in order to design, configure and manage end-to-end customer journeys

3 Customer Journey Performance Management

Building dashboards to manage performance with connected data, KPI frameworks

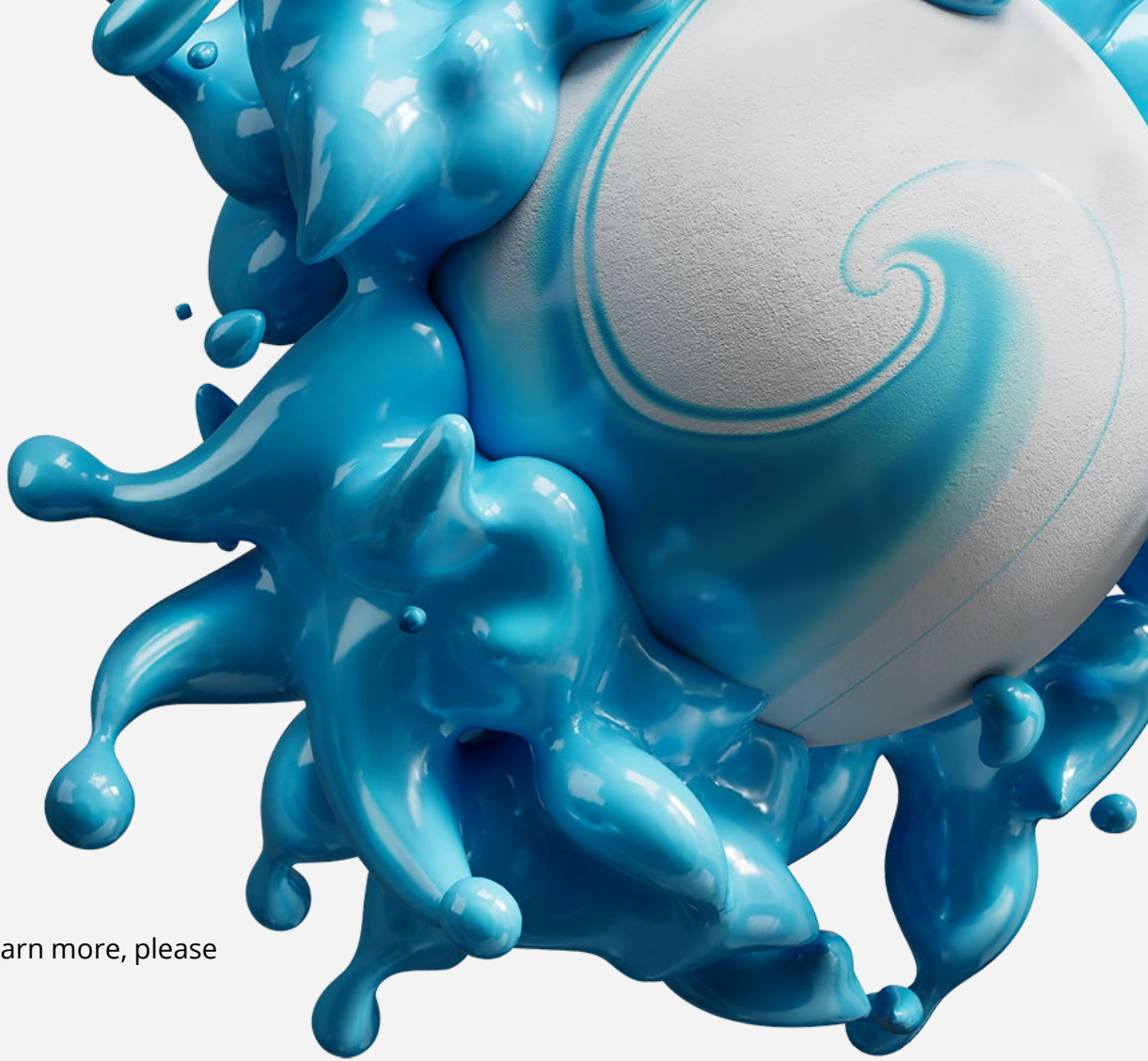
5 Customer Journey DX-platform Configuration

Implementing and optimizing platforms to facilitate personalized experiences

6 Scaling and formalizing

Scaling customer journeys across multiple markets/brands (start small, internalize, scale fast, formalize)





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