ANCHORING CUSTOMER EXPERIENCE IN THE SOCIAL EXPERIENCE
SPONSOR'S PERSPECTIVE

Seventy-Five Percent of Today’s S&P 500 Companies Will Be Replaced by 2027

The business world is undergoing an unprecedented shift—a revolution that’s forcing every organization, from every industry, across every market to rewire how it operates.

Contrary to what you might be thinking, disruption is not being driven by the internet, mobile, or digital—it’s being driven by the customer.

Two billion people are connected and empowered like never before. They expect to be served on-demand and on their terms. They advocate and criticize with equal and forceful power. And how they choose to apply that force is a direct result of one thing: their experience. A feeling that's shaped by each interaction with your brand.

Everything a brand does—the way it does advertising, marketing, commerce, and care—plays a role in shaping the customer experience. Advertising? It's about seeing a real person with a real need and making them aware that you exist. Marketing? It's about creating advocates who want to evangelize on your behalf. Commerce and sales? It's about delivering value from the very start. Care? It's about sustaining that value so they'll go on to tell others.

The ability to deliver more human and intuitive experiences, at every touchpoint, for every customer, is the single most strategic investment for the modern enterprise.

We saw that from the start and created a new class of enterprise software to solve it. At Sprinklr, we're building solutions to help each customer-facing department address the gaps caused by disruption, while maintaining a maniacal focus on one thing: building the first integrated platform to help brands reach, engage, and listen to customers seamlessly across all touchpoints. In short, we're helping more than 1,200 global brands put the customer first.

But transformation isn't just about technology. It's about finding the right people, creating the right processes, and building a culture that embraces change.

We worked with Harvard Business Review Analytic Services to uncover what it takes to deliver on customer experience. We surveyed more than 600 managers, senior managers, and executives from B2C and B2B enterprise brands. Our respondents represented, on average, companies with $5 billion in annual revenue and 10,000 employees.

In the following pages, you'll learn that customer experience is an industry-wide, global mandate. You'll learn how leading-edge companies are putting social media at the center of how they create customer experiences. And you'll see how investments in customer experience and social media are paying off in terms of increased revenue, reduced costs, and better risk management.

I hope you'll find this research helpful as you work toward transforming your own organization around the customer.

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ANCHORING CUSTOMER EXPERIENCE IN THE SOCIAL EXPERIENCE

SEVERAL YEARS AGO, many people believed that toymaker LEGO's fortunes were destined to wane. Small interlocking plastic blocks could never hope to compete with video games and other forms of digital entertainment for a generation weaned on technology. But LEGO prevailed. It is not only one of the most profitable toy companies in the world, but also one of the most profitable companies overall.

The source of LEGO's continued success is making its customer experience digital and anchoring that experience in social media, according to Erich Joachimsthaler, author of *Hidden in Plain Sight: How to Find and Execute Your Company's Next Big Growth Strategy*. LEGO supports its toys with apps, books, and even feature films. But social media is the fulcrum of its success. As Lars Silberbauer, LEGO's senior head of social media and search, puts it: “People like to build LEGOes together—parents and kids, or kids and other kids, [and] people take pride in their creations. They want to share what they have built with someone else. When we engage based on those two social needs (as we call them), then it takes off.”

LEGO’s experience is emblematic of the findings of a Harvard Business Review Analytic Services global survey of business leaders. Leading-edge companies are moving beyond treating customer experience as a customer service challenge and seeing it as a fundamental driver of competitive advantage at every customer touchpoint. Equally important, organizations in the lead don’t treat social media as just a marketing channel. They realize that people are inherently social beings and that social media is becoming the predominant form of communication that shapes how people think and what they buy. The survey found that companies that thoroughly integrate social media and customer experience offer vastly superior customer experiences than competitors do, which translates into stronger growth and dominant positions in their markets.

Companies at the head of the pack have taken distinct steps to make the integration work. They are far more likely to have changed their structure and processes to better engage customers as they search online for product information and share brand and product experiences through social media. Leading-edge companies have made their corporate cultures comfortable with risk-taking and have established controls to manage the inherent risks of social media’s speed and openness. Leaders also apply a great deal of discipline when managing social media and customer experiences. Equally important, executives are driving the mandate, often led by the CEO.
Businesses around the globe, and across multiple industries, are planning to increase their investments in both customer experience and social media.

**UNPREPARED FOR WHAT THEY SEE**

Business leaders strongly believe that social media is an important bulwark of successful customer experiences. Nearly half of respondents say it is extremely important now. The number jumps to 75 percent when respondents are asked how important social media will be in three years. **figure 1**

But most businesses are unprepared. Although the vast majority of business leaders strongly agree that a superior customer experience is important to an organization’s success, only a minority say their organizations have the skills and tools needed to deliver that experience. **figure 2**

Businesses around the globe are planning to build those skills and increase their investments in both customer experiences and social media. **figure 3** “Companies are increasingly seeing customer experience and social media as really important in terms of how they create their image, how they’re viewed, and how they engage,” says Douglas Palmer, a principal at Deloitte. “The speed at which social works and the ability and expectation to actually engage with customers is becoming greater every day.”

**FIGURE 1**

**SUCCESSFUL CUSTOMER EXPERIENCES ARE ANCHORED ON SOCIAL MEDIA**

Percentage indicating how important social media is today and will be in three years.

<table>
<thead>
<tr>
<th></th>
<th>NOW</th>
<th>IN THREE YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Important</td>
<td>42%</td>
<td>75%</td>
</tr>
<tr>
<td>Slightly Important</td>
<td>43%</td>
<td>19%</td>
</tr>
<tr>
<td>Not at All Important</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Don't Know</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JANUARY 2017
FIGURE 2
ORGANIZATIONS AREN’T READY TO DELIVER SUPERIOR CUSTOMER EXPERIENCES
Percentage indicating that a superior customer experience is important and whether the organization has the needed tools and skills.

- **86% STRONGLY AGREE**
  - A superior customer experience is important to our organization’s success.
- **34% STRONGLY AGREE**
  - Our organization has the tools and skills to deliver superior customer experiences.

FIGURE 3
INVESTMENTS IN CUSTOMER EXPERIENCE AND SOCIAL MEDIA ARE INCREASING
Percentage indicating investment in customer experience and social media.

<table>
<thead>
<tr>
<th>Category</th>
<th>Past Two Years</th>
<th>Next Two Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Experience</td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>Investment change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td>72</td>
<td>78</td>
</tr>
<tr>
<td>Investment change</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source**: Harvard Business Review Analytic Services Survey, January 2017
AT THE LEADING EDGE

To identify Leaders, we asked respondents to what extent social media is integrated with customer experience in their organization. The survey found three distinct segments: Leaders, comprising 12 percent, who report that social media is fully integrated; Followers, nearly 60 percent, where some aspects of social media activity are well integrated into customer experience but others aren’t; and Laggards, 27 percent, who have not integrated social media with customer experience efforts at all.

Leaders have been spending heavily on customer experience and social media, and have been for at least two years. figure 4 These companies are out-investing the majority of their competitors and pose a potential threat to businesses less prepared to create outstanding customer experiences driven by social media interaction.

Leaders are also more aggressive in their use of social media than other companies. Going far beyond branding or product awareness, these companies focus social media efforts on bottom-line activities such as generating sales leads and mitigating brand and reputational risk. figure 5 Leaders have results to show. For example, the quality of their customer experiences significantly outstrips that of their competitors. figure 6 Leaders have also been able to translate superior

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**FIGURE 4**

**LEADERS ARE INVESTING HEAVILY**

Percentage of Leaders, Followers, and Laggards significantly increasing investments in social media and customer experience.

- **SOCIAL MEDIA**
  - Past two years: Leaders 58%, Followers 12%, Laggards 27%
  - Next two years: Leaders 53%, Followers 20%, Laggards 32%

- **CUSTOMER EXPERIENCE**
  - Past two years: Leaders 37%, Followers 14%, Laggards 24%
  - Next two years: Leaders 38%, Followers 30%, Laggards 24%

**SOURCE** Harvard Business Review Analytic Services Survey, January 2017

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Figure 5
Leaders Well Ahead on Social Media Use
Leader organizations focus social media on bottom-line objectives. All currently using (indices).

INDEXED AGAINST 100
120 or higher is significantly higher usage; 80 or lower is significantly lower usage.

Source: Harvard Business Review Analytic Services Survey, January 2017

Figure 6
Leaders Offer Far Superior Customer Experiences
Percentage of respondents rating the quality of their organization’s customer experience compared with that of its competitors.

Source: Harvard Business Review Analytic Services Survey, January 2017
Leaders also have the strongest revenue growth—more than half report revenue growth of greater than 10 percent during the past two years versus 35 percent of Followers and 41 percent of Laggards.

customer experiences into dominant market positions. Nearly 40 percent of Leaders report that their company’s market position is considerably ahead of competitors. On the part of Followers and Laggards, the percentages drop to 17 percent and 11 percent, respectively. Leaders also have the strongest revenue growth—more than half report revenue growth of greater than 10 percent during the past two years versus 35 percent of Followers and 41 percent of Laggards.

Leader organizations have strong senior management support. Executives in these companies strongly believe that social media is an important contributor to improved customer experiences—68 percent of Leaders say so versus 29 percent of Followers and a scant 7 percent of Laggards. Leader organizations are also more likely to put the customer at the center of everything the company does.

**HOW TO MOVE AHEAD**

Leaders are investing heavily. But they are also changing structures and processes to meet customers online in real time. Equally important, these organizations have tackled risk-averse corporate cultures. And they’ve created the necessary infrastructure to anticipate and mitigate the risks associated with social media. In addition, Leaders are very disciplined in their approach to customer experience and social media, and the effort is managed at the highest levels of the organization.

**New Structures for Digital Customer Journeys**

In a digital age, customer journeys are rarely linear. The days of moving customers progressively from awareness to purchase and repurchase are quickly coming to an end. As social media and mobile devices come to dominate how customers acquire and share information about a brand, customer buying processes are increasingly made up of erratic “micro-moments,” where people search for product information and recommendations wherever and whenever they have a spare moment.

The concept was coined by Google researchers who found, among other things, that nearly 70 percent of leisure travelers with smartphones explore travel ideas while standing in line or waiting for the subway. More than 90 percent of smartphone users look up information while they are in the middle of another task. More than 80 percent use their phones while in stores to decide what products to purchase.2

Business-to-business organizations are experiencing similar changes, says Michelle Peluso, chief marketing officer at IBM. “Research and decision-making have become obviously much more digital and, frankly, much more horizontal,” she says. “It is not the CIO who is submitting requests for proposals but users in a company who are voting with their feet in a fast world where they have more sway over final decisions than they used to.”

Leaders see the changing dynamics and are up to three times more likely to change their structure and processes to keep pace. *figure 7*
French distilled spirits company Pernod Ricard is a prime example. The company is redesigning much of its structure to focus on consumer needs and behaviors instead of brands and markets. By analyzing search and social media behavior, the company discovered its best opportunities are to engage with consumers around “conviviality moments”—events where consumers would enjoy spirits.

“If you look at the Google searches around a specific spirit brand, there are probably about 100,000 searches per month,” says Jeremie Moritz, digital director for Absolut Elyx at Pernod Ricard. “For a spirits category such as vodka or whiskey, you might get to a million. But when you look at what we call conviviality—which are searches about going out, making cocktails, or having fun with friends—then you see tens of millions of searches per year.”

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**FIGURE 7**

**LEADERS ARE CHANGING STRUCTURE AND PROCESSES**

Percentage indicating structural and process change.

<table>
<thead>
<tr>
<th>Category</th>
<th>Leaders</th>
<th>Followers</th>
<th>Laggards</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/Advertising</td>
<td>67</td>
<td>43</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Communications/Public Relations</td>
<td>58</td>
<td>35</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Customer Care/Service</td>
<td>51</td>
<td>23</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Sales/Commerce</td>
<td>49</td>
<td>19</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Product Support</td>
<td>43</td>
<td>14</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Information Technology</td>
<td>41</td>
<td>15</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Research and Intelligence/Insights</td>
<td>39</td>
<td>14</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Finance/Billing/Accounts Receivable</td>
<td>11</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

**Source**: Harvard Business Review Analytic Services Survey, January 2017
Most companies treat customer care as a nonstrategic stepchild in the organization. We have taken steps to shift that mindset.

Pete Blackshaw, Global Head, Digital and Social, Nestlé

Pernod Ricard has established operating units for each conviviality moment. Each unit is led by a consumer experience manager who integrates the work of the brands globally and regionally in order to engage consumers around what they are seeking, such as novel cocktail recipes for a special celebration.

Nestlé is another case in point. The company has established a global customer care organization (which it calls Customer Engagement Services) to indicate its strategic importance. Customer Engagement Services encompasses all forms of outreach, especially social media. Given the importance of social media in the total customer experience, Pete Blackshaw, Nestlé’s global head of digital and social media, is developing strategies to change customer care from a cost to a profit center. “Most companies treat customer care as a nonstrategic stepchild in the organization,” he says. “We have taken steps to shift that mindset.” As an example, he points to customer acquisition: “If your endgame is to build profitable first-party relationships, you may find that it is far more expensive to acquire a customer through ‘performance marketing,’ where success is often grounded on fewer than 1 percent of customers clicking rather than making your brand more inviting and accessible through service channels where target customers inevitably have questions.”

**SOCIAL MEDIA DRIVES CHANGE**

When social media is fully integrated into the design of customer experiences, it starts to drive change and break down silos. Microsoft, for example, has a social media command center that covers 110 social channels—24,000 daily interactions for 28 brands and audiences across Microsoft. The center began by providing social media insights to business units, according to Grad Conn, general manager and CMO of Microsoft’s commercial marketing in the U.S. The social command center then evolved to overall responsibility for monitoring and managing all social media activity in the U.S. Under Conn, the command center responds directly as part of its marketing outreach. In other cases, it forwards social media messages to other parts of the organization, such as customer care and the company’s engineering groups, which include cloud computing and artificial intelligence. “Our command center has become a gateway to the market,” says Conn. “Increasingly, the business converges in our center as a way to quickly learn about the market and respond to it.”

AARP is also using the integration of social media and customer experience to change processes and break down silos. Customer care and marketing monitor and manage social media outreach and draw in business units that are increasingly eager to know what members are saying. Recently, AARP established a social media command post to monitor and answer member questions about key issues such as Medicare and Social Security. Advocating for members’ most pressing political and social concerns is a major part of what AARP provides. Social media brings the organization directly into contact with those concerns and other issues.
“The immediacy of seeing actual communications draws in all parts of the organization,” says Matt Chinn, vice president of experience implementation at AARP. “Everything from issues with membership benefits to the future of Medicare gets the attention of the relevant parts of AARP, and we are able to respond quickly and absorb what members are saying.”

Cross-functional collaboration such as that at Microsoft and AARP is a hallmark of Leader organizations. Nearly 60 percent of respondents from these companies strongly agree that their customer service, sales, and marketing functions work closely together to improve the customer experience. Only 20 percent of Followers make the same claim. On the part of Laggards, the number is even less at 15 percent.

**Tackling Risk**

Risk is a major challenge that Leader organizations have tackled to a much greater degree than have other companies. In terms of customer experience and social media, companies struggle with risk on two fronts: managing the reputational risks associated with the fast-paced and open nature of social media and overcoming a risk-averse culture that stands in the way of experimentation.

Figure 8 maps the perception of reputational risks associated with social media, along with how respondents say their organizations are able to manage and mitigate those risks. As the figure shows, Leader organizations appear to be more aware of reputational risks from social media than are Followers and Laggards. But they are also much better at managing those risks. 

IBM’s Peluso says that early on in the use of social media, many companies had cumbersome approval processes, especially in heavily regulated industries, out of fear that mistakes could be made, and becoming instantly public around the globe.

Microsoft has overcome that challenge (cumbersome approval processes for social media posts) by providing training and clearly defining up front what is acceptable in a social media post. Microsoft also coaches online community managers in its social media policies, which significantly reduces the chances of an inappropriate posting. In addition, Microsoft’s Social Media Command Center has governance in place to control brand voice and monitor all messages going out. Palmer underscores the importance of having a unified platform that tracks and helps manage all social media activity and is integrated into other front office and back office systems. “Companies need a technology that gives them a single view of information as it is routed across the various lines of business and functions—marketing, sales, and customer service,” he says. “When an organization has that, it knows what it knows and what is going on.”
Risk-averse cultures are the second front, and Leader organizations don’t suffer from them. Only 18 percent of respondents from Leader organizations strongly agree that their organizations have risk-averse culture versus 31 percent of Followers and 45 percent of Laggards. Making corporate cultures less risk averse is essentially a change management issue, says Palmer. Peluso concurs and stresses that the dominance of social media is an urgent reality that organizations must embrace. Once they do, they are much more willing to experiment and engage with new audiences.

“The world is going the way the world is going, and companies need to connect with customers in authentic ways through their preferred channel,” says Peluso. “People are becoming increasingly social and active. They have rich digital lives on top of their physical lives. Brands need to recognize this and do what they have to do in order to connect with customers.”
**Discipline Differentiates**

Leaders are more disciplined when managing customer experience and social media than are other organizations. For example, Leaders see customer experience as more than customer service. They identify all the touchpoints a customer has with the organization and set improvement goals for each. Figure 9 “We have people in charge of the holistic consumer journey, and these individuals work with functions across the enterprise to determine the best way to approach consumers,” says a marketing executive at a global consumer goods company. “This is much different than what we did before, where people created different promotions, built and launched websites, and then went silent until the next big promotion.”

Leader organizations are also much more likely to have created a single view of their customers—36 percent of Leaders strongly agree versus 13 percent of Followers and 5 percent of Laggards. Microsoft’s Conn points out that systems are still a major barrier to creating a single view across the enterprise. He likens the challenge to managing operations before the advent of enterprise resource planning (ERP) systems. “Before ERPs connected multiple systems through a common product ID, it was tough to figure out what it cost to make something,” he says. “As an industry, we are in a similar position today with hundreds of point solutions getting in the way of really achieving a single view of our customers. Creating that unified customer view is foundational, but having the ability to drive real-time collaboration to inform our interactions based on the entire customer relationship will be transformative.”

Peluso points out that there are software systems that can help a company connect the dots of a customer’s social media presence, if they opt in. The process can be managed through a single platform that supports personalized messages and interactions. “For instance, we might find out that a customer is a member of several LinkedIn professional groups focused on talent acquisition,” she says. “We can then assume that he or she has a passion for talent acquisition and address that passion when we communicate.”

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**FIGURE 9**

**LEADER COMPANIES ARE GOAL ORIENTED**

Percentage indicating that their organization has identified all customer touchpoints and set improvement goals for each.

<table>
<thead>
<tr>
<th></th>
<th>STRONGLY AGREE</th>
<th>SOMEWHAET AGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders</td>
<td>49</td>
<td>36</td>
</tr>
<tr>
<td>Followers</td>
<td>19</td>
<td>42</td>
</tr>
<tr>
<td>Laggards</td>
<td>11</td>
<td>32</td>
</tr>
</tbody>
</table>

**SOURCE** Harvard Business Review Analytic Services Survey, January 2017
Finally, Leaders are much more likely than others to measure the impact of social media on customer experiences. Measurement approaches range from assessing the increased satisfaction from speedy and personalized customer care responses to measurements that cascade throughout the organization to assess the impact of social media on specific business outcomes. IBM, for example, uses Net Promoter Scores. The company understands all the actions and activities within the organization that drive a customer to recommend the company’s products and services. According to Peluso, the company uses net promoter scores at critical moments of truth for its clients.

**WHO’S IN CHARGE?**

CEOs are most likely to be in charge of the customer experience in their companies and slightly more so in Leader businesses. However, some experts argue that the responsibility should fall to the CMO. For example, Frank van den Driest, author of *The Global Brand CEO*, says that marketing’s customer discipline combined with advanced analytics to generate keen insights about customers has prepared them to assume responsibility for customer experience. Palmer, on the other hand, argues that CEOs should be in charge of customer experiences. “The customer and brand image is essentially part of everyone’s job,” he says. “When customer experience is a top agenda item for the CEO, it assures appropriate focus on the part of company leaders across functions and business units.” Responsibility for customer experience is in fact spread across multiple functions across the enterprise. While social media is still primarily the domain of marketing and communications, it is also touching many other parts of the organization, including customer care and sales.

**FIGURE 10**

**CUSTOMER EXPERIENCE IS LED AT THE MOST EXPERIENCED LEVELS**

Percentage indicating highest level of management in charge of customer experience and social media.

![Graph showing responsibility levels for customer experience and social media across different management levels.](source)

**SOURCE** Harvard Business Review Analytic Services Survey, January 2017
Leading-edge businesses don’t see social media as simply a technology or inexpensive marketing channel ... social media needs to be front and center in the experiences they provide customers.
CONCLUSION

Practically every business leader around the world believes that social media will play a significant role in the quality of customer experiences within just a few years. But only a fraction of companies say they have the skills and tools to deliver superior customer experiences.

A relatively small percentage of companies have quite a head start. They have been investing aggressively in social media and customer experience for several years and plan to increase those investments faster than other companies are. Leader companies have also taken decisive steps to ground their organizations in the digital reality of how customers research and choose products and share opinions. They are restructuring their operations and processes in order to respond quickly and are very disciplined in how they manage and improve their customer experiences. Companies at the head of the pack also have cultures that are less risk averse than others, and have systems and processes in place to manage the reputational risks that potentially can come from social media’s speed and open nature.

Perhaps most important, leading-edge businesses don’t see social media as simply a technology or inexpensive marketing channel. They realize that people are social and that social media needs to be front and center in the experiences they provide customers. “We have to redefine what service means,” says Nestle’s Blackshaw. “It’s more than just answering questions. It means providing value with a big emphasis on the personal factor.”

ENDNOTES
1  Clare McDermott, “LEGO Shares Building Blocks for Social Media Content Fans Love,” Content Marketing Institute, August 11, 2016.


METHODOLOGY AND PARTICIPANT PROFILE
A total of 628 respondents were drawn from the Harvard Business Review audience of readers (magazine/newsletter readers, customers, HBR.org users).

SIZE OF ORGANIZATION
Fifty-seven percent of organizations had 2015 revenues of $5 billion or more, 32 percent generated between $1 billion and $5 billion, and 11 percent had revenues between $50 million and $999 million.

ORGANIZATION TYPE
Twenty-nine percent of organizations were completely B2B, 24 percent were primarily B2B with some B2C, and 17 percent were about evenly split between the two. Eight percent were completely B2C, and 22 percent were mainly B2C with some B2B as well.

SENIORITY
Thirteen percent of respondents were executive management or board members, 40 percent were senior management, 34 percent were middle management, and 13 percent came from other grades.

KEY INDUSTRY SECTORS
Eighteen percent were in technology, 13 percent were in manufacturing and financial services, and 8 percent were in energy/utilities. Other sectors were each represented by 7 percent or less of the respondent base.

JOB FUNCTION
Fourteen percent of respondents were in operations/production management; 11 percent were in marketing/communications; 10 percent were in sales/business development; and 8 percent were in HR/training, general management, and finance/risk. Other functions were represented by 7 percent or less of the base.

REGIONS
Thirty-eight percent of respondents were located in North America, 33 percent were from EMEA, 24 percent were from Asia, and 5 percent were from South/Central America.

REPORT INTERVIEWS
Pete Blackshaw
Global head of digital and social, Nestlé

Matt Chinn
Vice president of experience implementation, AARP

Grad Conn
General manager and chief marketing officer of commercial marketing in the U.S., Microsoft

Erich Joachimsthaler
Author, Hidden in Plain Sight: How to Find and Execute Your Company’s Next Big Growth Strategy

Jeremie Mortiz
Digital director for Absolut Elyx, Pernod Ricard

Douglas Palmer
Principal, Deloitte

Michelle Peluso
Chief marketing officer, IBM