

Organizational Change Management:

An (Emerging) Core Competency
for Customer Experience Management

By Connie Moore

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Organizational Change Management Is Core to CEM

Customer experience management (CEM) projects typically have a wide sweep, spanning the entire organization and transforming the way an enterprise engages with customers, prospects, and partners.¹ By definition, CEM introduces comprehensive changes as organizations drive toward digital transformation:

The customer experience management (CEM) discipline refers to the strategies, processes, skills, technologies, and commitments that aim to provide outstanding customer experiences. CEM encompasses a wide array of software to create, store, deploy, analyze, and optimize the aggregations of digital content that provide the user experiences on both digital and nondigital channels.²

Change is both inevitable and unavoidable when an organization adopts CEM. Interestingly, in 1996, John P. Kotter, the world's foremost authority on helping organizations achieve successful transformation, made the following observation:

“The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.”³

When Kotter made that prediction, companies were beginning to adopt business process reengineering, which introduced and continues to spur massive changes within firms. Since then, the business world has continued to pursue business process excellence while also embracing digital transformation and CEM – both of which herald more profound changes.⁴

Organizational Change Management Defined

Because the degree and intensity of change is so profound in digital transformation and CEM initiatives, organizational change management is an emerging core competency for CEM efforts (see Figure 1). (Organizational change management is identified as emerging because an overwhelming number of organizations lack sufficient experience and practitioners in this area.)

Within this CEM context, this is how Digital Clarity Group defines organizational change management:

The intentional effort by senior leaders to positively influence employee, workforce, and organizational acceptance of strategic changes throughout the firm, agency, department, or group by communicating the urgency behind the business strategy, identifying and communicating strategic goals, building ongoing awareness of the need for change, delivering a steady cadence of communication to individuals and the workforce, practicing active listening, and creating a supportive culture.

(Note the use of “organizational” when referring to the term “change management,” which differentiates it from the discipline of “software change management.” Without the word “organizational,” the terminology can be ambiguous, particularly if IT manages both the software change control process and organizational change management – as is the case in some organizations.)

Figure 1
Organizational Change Management Is One of Ten Core Competencies for CEM



Digital Transformation and CEM Introduce a Steady Drumbeat for Change

The need for organizational change management usually becomes apparent when a business is shifting its strategy, acquiring another firm, or making some other profound change to how the organization operates. But even if a single customer experience (CX) technology is launched that only impacts one department, that initiative will also introduce significant changes to that part of the business, such as these:

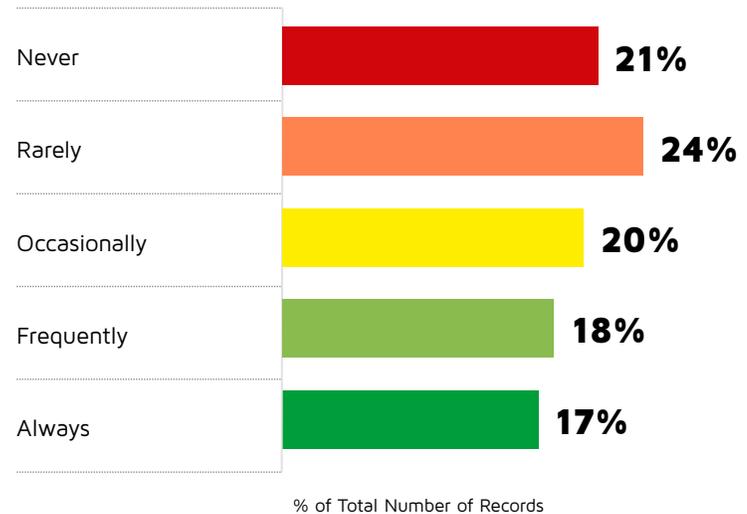
- Marketing automation projects spawn changes within marketing.
- Content management systems impact the lines of business, marketing, and IT.
- Omnichannel projects bring changes to everyone broadly involved in the customer journey.
- Workforce optimization software catalyzes significant changes within the customer contact center.

Every day, organizations launch one or more CX projects to speed their firms toward digital transformation, often without fully appreciating that the business culture will invariably morph – with or without guidance – and employees will need to work differently once new projects are completed – with or without effective training. By overlooking the need to guide and direct change, leaders and managers may doom or handicap an initiative’s chance of success, even if the technical aspects are well executed.

Figure 2
Senior Executives Often Fail to Communicate Key Challenges

Q: How often does your organization openly share the challenges it faces?

Respondents: 30,000+



Source: <https://www.forbes.com/sites/markmurphy/2016/06/05/this-chart-shows-why-so-many-change-management-efforts-fail/#298f1d0271fe>

And if the changes are enterprise-wide, such as with a merger or acquisition, quite often, the senior-most leader fails to understand the imperative for organizational change in response to the challenges the business faces. According to Leadership IQ, a firm founded by leadership guru Mark Murphy, only 35% of senior executives in more than 30,000 enterprises surveyed either always or frequently understand the need to openly communicate the challenges the organization faces (see Figure 2).⁵ And yet, this communication from senior leaders is so essential that John P. Kotter believes the number one reason transformation initiatives fail is because senior leaders allow too much complacency instead of stressing the urgency of change.

Theoretically, CX technology changes are neutral, in that the technology is neither positive nor negative. But the employee *reaction* to a new technology or process and *how* projects are introduced and communicated throughout the workforce varies greatly. Depending on how changes are addressed within the organization, they can be extremely detrimental to morale and disruptive to ongoing operations or, conversely, welcomed by employees as a breath of fresh air and a great opportunity to improve or revitalize the organization. The spectrum of employee acceptance can swing from extremely negative to wildly positive, depending on how the changes are rolled out.

Getting employees to willingly and viscerally accept changes to the way they work, collaborate, and engage with customers, partners, and colleagues can be a high hurdle. Realistically, 60%-70% of organizational change projects fail to gain employee acceptance, according to Deloitte.⁶ This statistic underscores why it's essential for CEM practitioners to understand the role of organizational change management in the success of their transformation and CX projects. The next section looks at a case study of successful change management within a global company.

A Digital Agency Manages Change During Global Mergers and Acquisitions

The digital agency landscape has undergone dramatic consolidation over the past few years, with many mergers and acquisitions (M&As) taking place, largely to propel firms into global reach and practices in support of multinational clients. One firm we talked with started down the M&A path in early 2015 and used organizational change management concepts to help guide the process. Initially it comprised more than ten rebranded companies and several financially aligned businesses. Since then, the firm has added five more rebranded companies and now has over \$200 million in revenue and 2,400 people in twenty countries. Throughout the past two years when substantial change was taking place, the firm maintained positive growth and strong margins.

Managing change through M&As is extremely difficult. According to the [Harvard Business Review](#), “companies spend more than \$2 trillion on acquisitions every year. Yet study after study puts the failure rate of mergers and acquisitions somewhere between 70% and 90%.”⁷ Completing M&As on a global stage – with a diverse mix of national and corporate cultures – is even more of a high-wire act than M&As within the same geographic region. This company's success results at least in part from its planning and execution of organizational change management over the past five years (pre- and post-launch).

Realistically, 60%-70% of organizational change projects fail to gain employee acceptance.

Three major concepts drove the firm's approach to managing change: create a vision, invest in relationships, and communicate, communicate, communicate:

- **Create a vision.** The overriding message that executives articulated was simple: "one firm, with a global vision." This meant they wanted to become like a worldwide management consulting firm guided by industry leaders, such as Accenture and McKinsey. For example, at Accenture, a large SAP project may involve four experts in Chicago and fifty experts in Germany (one firm), and at McKinsey, the partner driving an engagement can be from anywhere, globally, in the firm (global vision).
- **Invest in relationships.** In building a global firm from smaller companies throughout the world, the company knew it needed to create a shared culture that inspired every employee. An internal team working with an outside agency identified and focused on the totality of aspirational values across the many firms in order to accomplish this.

Employees were encouraged to support cross-office sales teams and to resource projects internally across offices. For project kick-offs, teams fly to a single location and work together to launch the project – this global travel helps create project success and develop the common culture, and also helps attract twenty- and thirty-something recruits to join the company.

The firm also helped teams to stay connected and collaborate, and to reinforce the common culture. They deployed Salesforce, a shared calendaring system, a global intranet (with knowledge-sharing, a robust team directory, and a wall on Tumblr), Hive for project management and control, and firm-wide initiatives like charitable giving.

- **Communicate, communicate, communicate.** From the beginning, senior executives realized they needed to communicate their message repeatedly across the firm, and lived by the maxim that "culture eats strategy for breakfast." They believed that if the culture wasn't aligned and people were not collaborating, "all the charts, tasks distribution, and town meetings wouldn't work."

Prior to launching the global firm, executives spent several years building internal relationships across the multiple companies that were eventually incorporated into the one firm. For example, over a three-year period quarterly meetings for executives focused on revenue, and multiple workshops with director-level teams focused on operations and leadership for building relationships between teams. Ultimately, the company brought everyone in the firm to a meeting post-launch that deepened relationships and reinforced the global/one-firm culture. Executives believe that a steady drumbeat of communication over a long period of time is the key to successful M&A efforts.

Failure to Address Change Can Create Other Failures

In focus groups and private discussions over the past three years, we've heard clearly from CEM and CX digital service providers that organizational change management is one of their, and their clients', biggest stumbling blocks. The ability to manage change within an organization can literally

make or break the success of an individual CX project or a larger digital transformation effort. Table 1 illustrates some areas of focus for organizational change management, with specific examples of the countless changes that digital transformation, CEM, or a CX technology project may introduce.

Table 1
Examples of Business Actions That Create Organizational Change

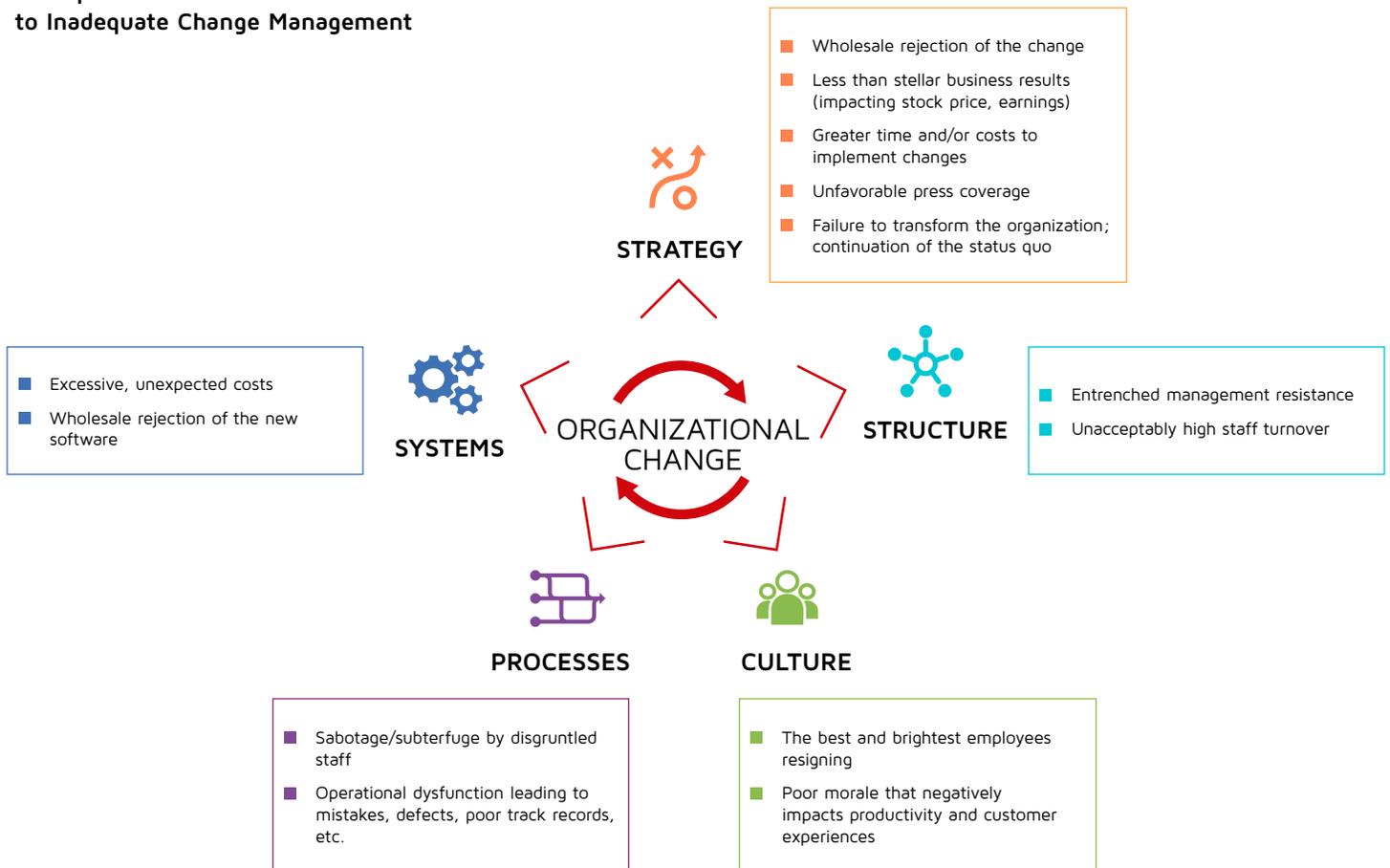
	FOCUS OF ORGANIZATIONAL CHANGE	EXAMPLES
STRATEGY 	<ul style="list-style-type: none"> One or more new companies are acquired Products and services change drastically Customer touchpoints not valued by customers (or the company) may be streamlined Employees are replaced by technology A company changes its business partners and/or channel strategy 	<ul style="list-style-type: none"> A digital agency acquires multiple companies across the globe A company discontinues its hardware business A company closes some or all stores A firm introduces chatbots, voice response units (VRU), and customer self-service A brand manufacturer starts selling direct to consumer
STRUCTURE 	<ul style="list-style-type: none"> Departments or workgroups are realigned, given a new purpose, or dissolved New roles (and new departments) are created Reporting relationships for many employees change The business realigns from a centralized structure to a decentralized one, or vice versa 	<ul style="list-style-type: none"> IT resources are moved from a central group into the business on a permanent basis New roles could be chief customer officer, chief customer experience officer, or chief data officer Departments are consolidated, with some executives leaving European operations managed centrally are switched to country operations
CULTURE 	<ul style="list-style-type: none"> A company makes a strategic shift to transforming the customer experience A company launches a new focus on cost reduction Employees are expected to work with technologies that conflict with their personal values Older employees begin retiring in high numbers 	<ul style="list-style-type: none"> New metrics are introduced to measure customer satisfaction, such as net promoter New metrics are deployed to measure employee productivity, such as service level/response time The organization deploys facial recognition or drones A company launches a mentoring program for inexperienced and new hires
PROCESSES 	<ul style="list-style-type: none"> Business processes shift from functional activities to cross-functional design Certain business activities are outsourced 	<ul style="list-style-type: none"> Order-to-cash is implemented to replace numerous departmental processes Web content creation is outsourced to a digital agency
SYSTEMS 	<ul style="list-style-type: none"> A new, large-scale IT system is deployed for everyone A new organization-wide productivity suite is deployed The organization focuses on cybersecurity 	<ul style="list-style-type: none"> The organization implements enterprise-scale applications such as ERP, SCM, PLM, and HRM The organization shifts to a new calendaring, email, and collaboration product The new cyber software makes it harder for customers and prospects to engage with the firm

The list of possible changes and the impact to the organization goes on and on depending upon the specific organization(s) involved, the industry, the geographic location, the business culture(s), and the extent of disruption being introduced. A constant factor in digital transformation, CEM, or even CX projects is that changes are frequently problematic for individuals, managers, executives, or the entire organization to navigate. That is why bringing organizational change management expertise, methodologies, and best practices on board to impact the outcome is so critically important.

The overarching requirement for success is to bring people along so that changes (and the reasons behind the changes) are understood and accepted, seen as beneficial, and implemented in a positive manner that builds teamwork, commitment to excellence, and willingness to take on new challenges or even very real risks. Without a successful organizational change management effort, the outcomes can be dire (see Figure 3).

The next section looks at a failed CMS implementation that was eventually resurrected and provides important lessons.

Figure 3
Examples of Poor Outcomes Due to Inadequate Change Management



The “Lazarus” Project: A Nearly Failed CMS Implementation Comes Back to Life

During our research on [lessons learned](#) in content management systems (CMS) implementations, we discovered a firm that had botched the change management for its implementation so badly that the effort completely failed before springing back to life three years later.⁸ Today, the decentralized organization has about 27,000 pages on the CMS public site, with just over 500 content contributors and 250 unique business units represented. But when the project began, many business stakeholders, the web team, and IT were on different timelines, making it difficult to prepare content. Plus, the CMS team, which was tiny at 2.5 headcount, did not have a strong working relationship with IT. The CMS team operated on the classic “throw things over the wall to IT” principle, with poor results. Ultimately, everyone in the CMS team quit in frustration.

The project waited in abeyance until a new sponsor could be located and a project team could be formed. Three years later, the project was resurrected. The former manager returned in a contractor capacity and was eventually rehired after the CMS team was overhauled and placed within IT, reporting to the CIO. The new team became the central services unit for the enterprise. Developers, web engineers, and business managers for employees who publish content were organized into a single group that now has close relationships with marketing communications and research. They created new web engineer positions that evolved from systems administrators. A local

agency reviewed the environment – looking at policies, practices, and infrastructure – and created a five-year plan. At this point, the CMS project was back up and running successfully.

Using hindsight, the project manager identified eight key lessons learned (see Table 2), many of which involve the need for better communications – a crucial element in successful change management. In particular, note lessons one and two.

Table 2
Lessons Learned from a Resuscitated CMS Project

1	Form an internal customer advisory panel comprising employees from across the organization. Have the advisory team and CMS team members host internal blogs and hold Q&A sessions and drop-in sessions. Sponsor meetings throughout the organization, and work as evangelists to build organizational change management.
2	Develop a digital strategy document as a guiding blueprint so that everyone is on the same page, and everyone knows where the organization is headed.
3	Do not underestimate the need for planning; there’s no such thing as too much.
4	Use a services partner; it’s better to rely on an expert’s understanding than to try to learn it yourself.
5	Network with other organizations to learn from their experiences.
6	Create an integrated team that is responsible for the initiative.
7	Involve stakeholders from the beginning.
8	Build a strong relationship with the CMS vendor.

Strategies for Successful Change Management

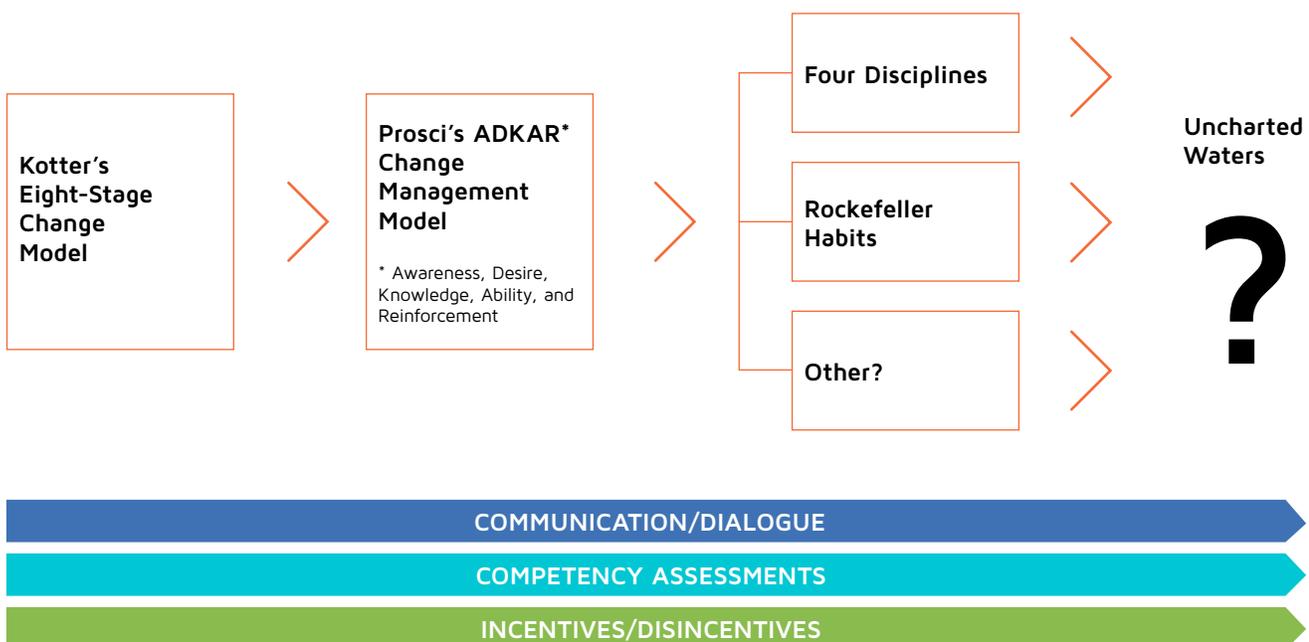
Once senior executives sign off on organizational change management for a CEM initiative or CX project, the first question is usually: *Who will lead the change management effort?* Or, more specifically: *Who is qualified to lead the organizational change management effort?*

Most organizations struggle to answer these questions because they lack core, essential insights and experience in how to launch organizational change management. The usual suspects tapped to lead the internal effort are often HR (typically with very mixed results) or IT (also with a spotty record of success). Some organizations turn to outside experts, whether they are well known management consulting firms or specialty consultants with deep expertise and proven change management

methodologies.⁹ Other firms lead the effort from the C-suite, which also usually results in moderate success unless the executives in charge have prior experience in leading specific transformational changes, such as executing post-M&A activities or implementing omnichannel, for example.

Fortunately, a change management body of knowledge exists that can help companies succeed. Figure 4 shows how the various change management methodologies can be fitted together to support the full duration of a change initiative. The question mark and open areas also represent that many organizations find themselves fitting together proven methodologies with homegrown solutions and approaches.

Figure 4
Many Organizations Rely on a Mixture of Disciplines, Methodologies, and Toolkits



Kotter’s Eight-Stage Approach for Leading Change Is Excellent for Executives

As the leading luminary in organizational change management, John P. Kotter developed an “Eight-Stage Process of Creating Major Change” (see Figure 5). These steps are insightful and quite helpful for senior executives, but unfortunately they are not detailed enough or long-lived enough to see executives and the organization from conception to a successful conclusion. Still, Kotter’s

advice is valuable and should unquestionably be the starting point for the project team’s organizational change management practice.

Equally important is Kotter’s “Eight Errors Common to Organizational Change Efforts, and Their Consequences” (see Figure 6). If nothing else, every single change management practitioner, from the CEO on down, should internalize these common errors because the eight points are grounded in deep wisdom and experience. In particular, *undercommunicating* is a deadly, yet frequent, mistake by far too many executives.

Figure 5
The Eight-Stage Process of Creating Major Change



Figure 6
Eight Errors Common to Organizational Change Efforts and Their Consequences

COMMON ERRORS	CONSEQUENCES
Allowing too much complacency	New strategies aren’t implemented well
Failing to create a sufficiently powerful guiding coalition	Acquisitions don’t achieve expected synergies
Underestimating the power of vision	Reengineering takes too long and costs too much
Undercommunicating the vision by a factor of 10 (or 100 or even 1,000)	Downsizing doesn’t get costs under control
Permitting obstacles to block the new vision	Quality programs don’t deliver hoped-for results
Failing to create short-term wins	
Declaring victory too soon	
Neglecting to anchor changes firmly in the corporate culture	

Source: *Leading Change*, John P. Kotter, Harvard Business Review Press, 1996

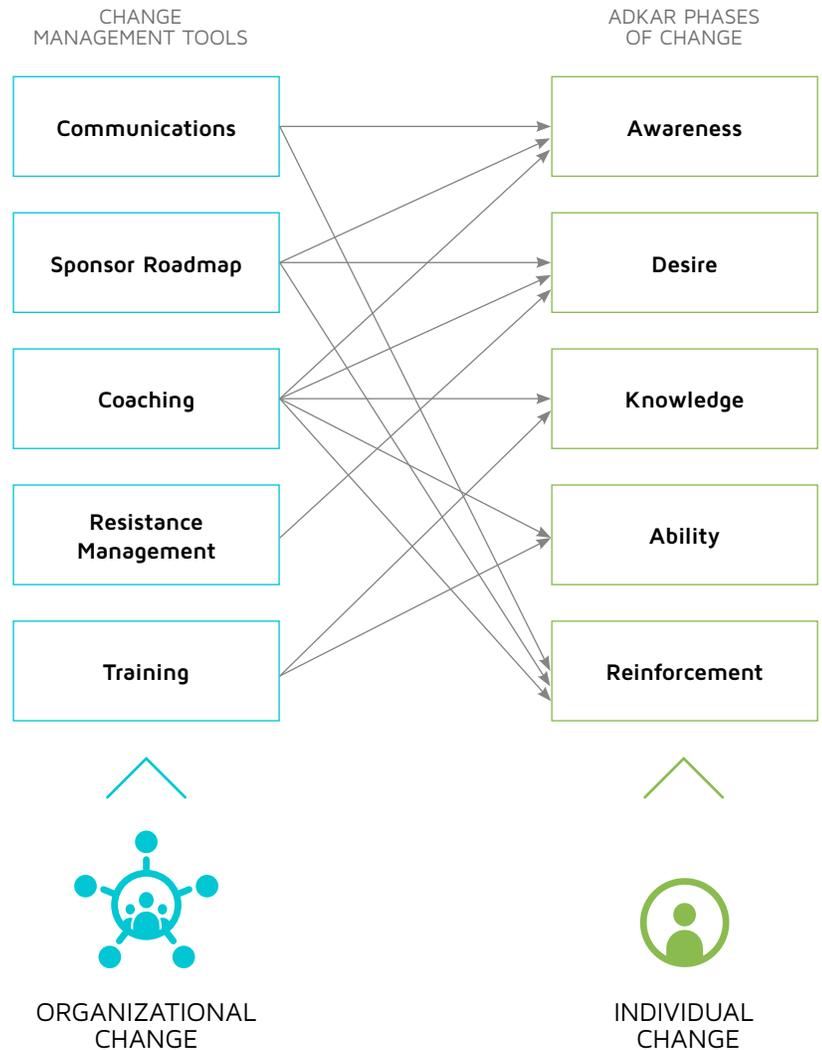
Source: *Leading Change*, John P. Kotter, Harvard Business Review Press, 1996

Prosci Tackles Organizational Change Management at the Operational Level

Prosci (“professional” + “sciences”) is widely known in the organizational change management profession for its research data and change management methodology and tools. The company claims that its research is based on best practices in 3,500 international organizations – and that more than three-quarters of Fortune 100 companies use Prosci for organizational change management. The methodology and tools are explained in depth on the Prosci [corporate website](#) and in books by Jeffrey Hiatt, including *Change Management*, *The People Side of Change*, and *ADKAR, How to Implement Successful Change in Our Personal Lives and Professional Careers*.¹⁰

Compared to Kotter’s eight-stage approach, which is well suited for executives, the Prosci tools and methodology are more detailed and more specific, but also more operational. For that reason, many organizations start out with the Kotter approach and then opt for the more pragmatic, hands-on Prosci technique. The cornerstone of the methodology is the combination of steps for changing the organization aligned with steps for changing individuals. Figure 7 depicts how the two approaches – organizational and individual – are blended over the course of the change management initiative.

Figure 7
Prosci’s Change Management Model
 Connecting organizational and individual change management



Using Crucial Conversations as Change Management Tools

The methodologies for organizational change management become sparse after an organization has explored Kotter's approach and the Prosci tools and methodology. But the need for a more hands-on approach is bigger than ever. Some organizations realize that they need more insight than what the two approaches (Kotter and Prosci) can provide, so they take matters into their own hands by finding management techniques that fill in the missing pieces or take the change management approach deeper into operational measurement over time. In some cases, executives make up their own approaches, to surprisingly good results.

One example of a particularly helpful tool that addresses the big change management pitfall of undercommunicating is a series of books and tools about *Crucial Conversations*, *Crucial Confrontations*, *Crucial Accountability* by Joseph Grenny, et. al. These books are important if for no other reason than that organizations typically fail at change management because of poor, inadequate, and infrequent communication from the top.

Other Methodologies and Toolkits Can Help with Operations

Some organizations have found it helpful to use other management books, tools, practices, and methods to manage the nitty gritty of change as it unfolds from a lofty, strategic level to day-to-day implementation and measurement. One example of a somewhat frequently used change management tool is *The 4 Disciplines of Execution* by Sean Covey. The approach detailed in this book provides a good way for executives and managers to measure how well goals are being achieved. This book, which is based upon a management practice and provides both tools and a video, covers the four "Ds," or disciplines, of execution:

- Focusing on the wildly important
- Acting on lead measures
- Keeping a compelling scoreboard
- Creating a cadence of accountability

Another book that falls in the same camp is *Mastering the Rockefeller Habits*, which is loaded with downloadable toolkits, checklists, KPIs, and other pragmatic details taking the executive team from strategic planning to detailed operational management. A high-level example of a checklist for executives is shown in Table 3.

As can be seen by techniques identified in *Crucial Conversations*, *The 4 Disciplines*, and *Mastering the Rockefeller Habits*, there are many different approaches for senior executives to follow that will lead to successful changes within the organization. Many organizations start with Kotter’s guidelines and then move to Prosci’s guidance, but once they are into the change management process find they need more operational controls. That is where techniques like the four Ds and the Rockefeller Habits become helpful.

The overriding point when choosing an organizational change management approach is that executives should: 1) understand the different approaches, tools, and techniques available for executing change management strategies, 2) select the right combination of tools for their organization and management style, and 3) follow the methodologies and tools they selected to completion. It’s critically important that the executive team not give up midway into the process. And no matter which tools are selected, executives must realize that most change management initiatives take considerably longer than they expect. The most important lesson throughout the change management process is to stay the course and keep communicating with everyone in the organization.¹¹

Table 3
The Rockefeller Habits Approach for Executive Management

<input type="checkbox"/>	1	The executive team is healthy and aligned. Team members understand each other’s differences, priorities, and styles.
<input type="checkbox"/>	2	Everyone agrees with and is aligned with the most important thing that needs to be accomplished this quarter to move the company forward.
<input type="checkbox"/>	3	Communication rhythm is established and information moves through the organization accurately and quickly.
<input type="checkbox"/>	4	Every facet of the organization has a person assigned with accountability for ensuring goals are met.
<input type="checkbox"/>	5	Ongoing employee input is collected to identify obstacles and opportunities. All executives (and middle managers) have a start/stop/keep conversation with at least one employee weekly.
<input type="checkbox"/>	6	Reporting and analysis of customer feedback data is as frequent and accurate as that of financial data.
<input type="checkbox"/>	7	Core values and purpose are “alive” in the organization. Core values are discovered, purpose is articulated, and all employees know both.
<input type="checkbox"/>	8	Employees can articulate key components of the company’s strategy accurately.
<input type="checkbox"/>	9	All employees can answer quantitatively whether they had a good day or week.
<input type="checkbox"/>	10	The company’s plans and performance are visible to everyone. A “situation room” is established for weekly meetings (physical or virtual). Core values, purpose, and priorities are posted throughout the company.

Source: *Mastering the Rockefeller Habits*, Harnish Verne, Gazelles Inc., 2011

Conclusion: Successful Organizations Never Stop Communicating

Organizational change management is not an easy thing for executives to undertake. But without it, many crucially important business decisions – such as mergers and acquisitions, shifts in business strategies, and new product rollouts, to name a few – either fail or miss the expected mark. For this reason, executives must understand the importance of, and learn how to apply, organizational change management best practices to their strategic initiatives. Even if the organization already has experienced change management practitioners in pockets of the organization (such as HR, IT, or process improvement teams), executives still need to understand and drive the process from start to finish. Why? Because organizational change management is inextricably linked with the execution of business strategy and operational excellence.

Once executives come to realize that change management is a core competency for the C-suite as well as mid-level managers, they also begin to see the importance of communication. If there is a secret sauce for successful organizational change management, it's this: *communicate, communicate, communicate. And when you think you're done communicating, communicate some more.* This secret sauce means that you communicate in many different forms, including the following:

- All hands/organization-wide calls and videos
- Town hall meetings involving two way exchanges with the entire organization or smaller groups (such as locations, regions, departments)
- Group meetings with all managers at different levels (e.g., all senior directors)

- Individual meetings/discussions between managers (or supervisors) and direct reports
- Discussions with customer advisory panels
- In-depth discussions with groups heavily impacted (e.g., IT)
- Discussions with anyone or any group that requests more dialogue

Executives who have successfully driven change in their organizations say repeatedly that *communication is more important than any organizational change management checklist, toolkit, or discipline.* Communicating change throughout the organization easily makes the difference between success, failure, and middling results. So focus on communication as the critical success factor, and incorporate it into whatever methodologies the organization chooses to follow.

Note:

The following organizations were interviewed for this report:

- *Mirum*
- *Oregon Health and Science University*

Endnotes

- 1 "The CEM Imperative: Customer Experience in the Age of the Empowered Consumer," <http://www.digitalclaritygroup.com/the-cem-imperative-customer-experience-in-the-age-of-the-empowered-consumer/>
- 2 Ibid.
- 3 *Leading Change*, John P. Kotter, Harvard Business Review Press
- 4 "Transform Customer Experience and Operational Excellence By Going Digital Outside and Inside," <http://www.digitalclaritygroup.com/transform-customer-experience-and-operational-excellence-by-going-digital-outside-and-inside/>
- 5 "This Chart Shows Why So Many Change Management Efforts Fail," <https://www.forbes.com/sites/markmurphy/2016/06/05/this-chart-shows-why-so-many-change-management-efforts-fail/>
- 6 "Demystifying Organizational Change," <https://www2.deloitte.com/content/dam/Deloitte/lu/Documents/public-sector/lu-demystifying-change-management.pdf>
- 7 "The Big Idea: The New M&A Playbook," Harvard Business Review <https://hbr.org/2011/03/the-big-idea-the-new-ma-playbook>
- 8 "Seven Crucial Lessons Learned In Content Management System Implementations," <http://www.digitalclaritygroup.com/seven-crucial-lessons-cms/>
- 9 "IT's Role in Organizational Change Management," <http://www.digitalclaritygroup.com/role-organizational-change-management/>
- 10 ADKAR is the change management model used by Prosci and represents the five building blocks of change: awareness, desire, knowledge, ability, and reinforcement.
- 11 Additional operational advice can be found at "From change management to organizational readiness," <http://www.digitalclaritygroup.com/change-management-to-organizational-readiness/>, "IT's role in organizational change management," <http://www.digitalclaritygroup.com/role-organizational-change-management/>, and "Use change management to build an operational excellence culture," <http://www.digitalclaritygroup.com/use-change-management-build-operational-excellence-culture/>

About Digital Clarity Group



Digital Clarity Group is a research-based advisory firm focused on the content, technologies, and practices that drive world-class customer experience. Global organizations depend on our insight, reports, and consulting services to help them turn digital disruption into digital advantage. As analysts, we cover the customer experience management (CEM) footprint – those organizational capabilities and competencies that impact the experience delivered to customers and prospects. In our view, the CEM footprint overlays content management, marketing automation, e-commerce, social media management, collaboration, customer relationship management, localization, and search. As consultants, we believe that education and advice leading to successful CEM is only possible by actively engaging with all participants in the CEM solutions ecosystem. In keeping with this philosophy, we work with enterprise adopters of CEM solutions, technology vendors that develop and market CEM systems and tools, and service providers who implement solutions, including systems integrators and digital agencies.

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