The CMO Club Solution Guide
MAKING THE CASE FOR CUSTOMER EXPERIENCE

HOW DIGITAL CX NURTURES THE HUMAN CONNECTION TO YOUR BRAND
Customer experience (CX) has the power to make or break brands: companies that lead in CX realize 4-8 percent more revenue than their industry peers (Bain), while 91 percent of customers who have a single poor experience with a company will never do business with that brand again (American Express).

At the very nexus of meaningful and high-impact customer experience is a digital strategy. The digital technology, tools and channels of today – and tomorrow – possess a powerful, transformative ability to deliver positive, personalized customer experience that is crucial to a brand’s survival. Crucial because, over time, these personalized digital engagements strengthen the connections between your customers and your brand, increasing their loyalty and improving your bottom line. Without an overarching, integrated digital CX strategy, brands risk becoming irrelevant, and obsolete.

Marketers are nearly unanimous in embracing the importance of a customer experience strategy. They recognize that a digital strategy serves as a primary catalyst to create human touch points throughout the customer journey, and must be systematically integrated and holistically implemented. So how are they tackling this ambitious and important initiative? And are they hitting the mark?

This study explores the opportunities and challenges CMOs encounter along a digital CX journey, and how top brands are transforming their unified, immersive digitally-driven customer experience initiatives into remarkable success stories.
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MAKING THE CASE FOR CUSTOMER EXPERIENCE:

CASE IN POINT
SAP DRIVES MEASURABLE RESULTS WITH VISION 2020

Customer experience at SAP starts with a vision. Literally. To build a case for a ‘one digital experience’ strategy, this worldwide leader in enterprise software created an internal plan known as Vision 2020. This initiative encompasses not just marketing but all business areas, and is fully supported by the SAP board of directors.

“The overarching mandate of the plan is to be an exemplar in live marketing,” explains Sian Smith, Senior Vice President, Experiential Marketing with SAP. “That means we are always on, always now, everything is always accessible in the moment.”

Vision 2020 consists of six pillars:

1. Drive at least 50% of leads from digital interactions by 2020.
2. Create high impact, consistent content that can be repurposed.
3. Deliver a seamless, superior customer experience.
4. Reimagine an event strategy to streamline physical events and convert some to digital.
5. Advocate for every customer.
6. Empower and build out a modern marketing team to support the other five pillars.

SAP’s cohesive plan and content strategy is driving measurable results. Smith says the brand was ranked as number one in dot-com usability; and has improved key growth metrics: 52 percent year on year, 93 percent in online registrations, and 112 percent in registration for free trials. Quite remarkable considering SAP only put its one digital experience into place in 2013.
How Digital CX Nurtures the Human Connection to Your Brand

Your most powerful competitive differentiator today is your ability to provide an exceptional, personalized customer experience with your brand. Amazing customer experience, seamlessly and consistently delivered online and offline, is fundamental to attracting new customers and building loyalty. It is imperative, in fact, as **CX is poised to overtake price and product as the key brand differentiator by 2020.** (Walker).

The digital side of CX, however, is taking on “a fresh urgency and perspective” as Eric Reynolds, Chief Marketing Officer with The Clorox Company, explains. As an extension of and complement to in-person customer experience, digital engagements are often the first and most frequent opportunities marketers have to entice personal interaction with their brand. Without strategic digital CX efforts, customers may never visit a company’s website, walk through their door, order their product, or contact a sales representative. In this data-driven world, marketers recognize that digital touch points provide the crucial link that bridges customers with a brand and, ultimately, sales.

The CMO Club, in thought leadership with Avaya, recently surveyed 68 marketing executives, heads of marketing and CMOs from a range of business-to-consumer and business-to-business brands to gauge their strategic and financial investment in customer experience, discover effective methods, and examine the challenges they face. We also spoke one-on-one with marketing executives of leading brands at Cerner, The Clorox Company, Jack in the Box, Pearle Vision, SAP, UCHealth, and Wells Fargo to gain keen insights into how they are innovatively and successfully approaching a digital-first, holistic CX initiative.
Customer experience is an emerging priority among organizations and marketers. When asked if their company has a strategic initiative focused on improving customer experience, 66 percent of respondents surveyed said “Yes,” while 26 percent cited it is “Under serious consideration.” A clear majority – 81 percent of marketers – report that customer experience is very important or important marketing priority.

Further results reveal, however, that their current CX efforts are not always achieving their strategic objectives. Of the companies surveyed, 73 percent rated the customer experience their company currently delivers as “Excellent/Good,” yet when they rated their customers’ perception of that experience, only 59 percent replied “Excellent/Good.” (See Appendix.)

Clearly, much work is needed to improve customer experience, but integrating a digital component in their CX strategy will provide brands with the ability to make significant gains.
How Digital CX Nurtures the Human Connection to Your Brand

A STRATEGIC APPROACH TO DIGITALLY TRANSFORMING CUSTOMER EXPERIENCE

In both the survey results and CMO interviews, three foundational components emerged as starting points to digitally transforming the customer experience:

1. A true sense of your brand.

2. A complete understanding of the customer journey(s).

3. Adequate technology and resources to integrate and implement an effective online/offline CX strategy.

Companies, such as Wells Fargo, that purposefully address all three components are better poised to meet customers’ new and growing expectations. “In the banking industry, the virtual experience is an important complement to high-touch, personalized service, and vice versa,” explains Michael Lacorazza, Executive Vice President, Head of Integrated Marketing, at Wells Fargo. “By pivoting our model to deliver a combination of exceptional physical and digital experience, we are able to serve our customers wherever and whenever they want to interact with us.”

“... the virtual experience is an important complement to high-touch, personalized service, and vice versa.

MICHAEL LACORAZZA
Executive Vice President, Head of Integrated Marketing
Wells Fargo
Companies are shape-shifting the traditional CMO role, marketing functions, and often the entire organizational structure, to effectively integrate digital aspects into their strategic CX initiative. Successful brands are reorganizing, realigning and redefining marketing roles to better address and deliver optimal digital and human experiences. What that looks like often varies by industry, product/service category, corporate culture, and other factors.

**EXPANDED CHIEF MARKETING ROLES**

At the Clorox Company, digital CX has become a very significant and strategic endeavor within the organization, according to Eric Reynolds, led by a Vice President of Digital Consumer Experience. The CX team, born out of a redesign two years ago, includes marketing technologists, media, creative services, and IT. Together, the team strategizes consumer engagement throughout their journeys, with a clear emphasis on digital interactions. According to Reynolds, “Forming a centralized team with the right people and the right skills working together with a common mission under the same leadership is the big unlock. It can be tedious, but it has been absolutely essential to our ability to delivering customer experience.”
At UCHealth, CX falls under the auspices of the CMO where Manny Rodriguez serves as CMO and Chief Experience Officer. This enormous role encompasses all things marketing—from branding and advertising to event marketing, community marketing and service line marketing—while on the CX side, Rodriguez oversees a System Customer Experience Team which executes a CX platform across the organization, as well as a local community CX team that activates customer experience at the local level. A relatively new brand formed by several mergers and acquisitions over the last few years, UCHealth recently launched an experience structure that focuses on a system-wide approach to CX rather than a regional one.

The clear advantage is a synergized voice according to Rodriguez. “With 12 hospitals and 100-plus clinics, we want to make sure that no matter where someone interacts with us that the touch points are consistent.”

Like UCHealth, Wells Fargo also reorganized its marketing team into a centralized group, placing a strong focus on incorporating a digital strategy. Under the leadership of the newly created role of Executive Vice President, Head of Integrated Marketing at Wells Fargo, the team works closely with Wells Fargo business and channel partners to combine marketing technology and enablement to deliver a personalized experience throughout their customers’ journeys.

So how long would it take a $6-billion worldwide manufacturer to globally reorganize their entire marketing function? Try four months. The Clorox Company performed this organization miracle in the last two years, spurred by a mandate from the brand’s new CEO. The massive undertaking led by Chief Marketing Officer, Eric Reynolds, is paying off. “The strategic thinking and radical reorganization of marketing has led us to the next level of consumer centricity,” says Reynolds.

One of the key outcomes of this restructuring that enables the brand to better deliver superior CX was the formation of studios for each brand, such as Burt’s Bees, Clorox and Glad. Consisting of 15-30 people in a shared physical space, the studios encompass all marketing functions, from content to IT, under the leadership of a studio head. Each studio operates from an internal brand manifesto that articulates the purpose of the brand and what they seek to do for customers and employees. Reynolds says this manifesto roots everyone in a common mission aligned with the company. “By pushing decision-making down to these studios and giving them clear accountability, we are getting more integrated, thoughtful work,” Reynolds observes.
COMPANY-WIDE COLLABORATION

For other corporations, company-wide collaboration is proving highly effective. As Senior Vice President, Experiential Marketing at SAP, Sian Smith oversees both physical and digital CX across the company, however the overall customer experience initiative is owned by a steering committee. Led by marketing, the committee includes representatives across all areas of the business, from commercial to product and innovation to sales and marketing.

“At SAP, we call it ‘the power of and,’ ” Smith explains. “The power of marketing and sales and P&I and commercial working together is what enables us to provide a seamless, superior customer experience.” The Strategy and UX (user experience) team, which also encompasses content, then works with all teams to orchestrate a consistent virtual and physical customer experiences across the entire customer journey.

“The power of marketing and sales and P&I and commercial working together is what enables us to provide a seamless, superior customer experience.

SION SMITH
Senior Vice President, Experiential Marketing
SAP
RETHINKING TRADITIONAL MODELS

Rapidly growing companies such as Cerner are redefining and reorganizing their existing roles to form all-star teams that are poised to meet the needs of the business – now and in the future. To achieve this goal, Cerner Vice President, Marketing and Communications, Melissa Hendricks, says the company is piloting a digital center of excellence. This center includes individual training and development to elevate each team member’s skillsets, as well as shifting away from outdated marketing tactics to measurable activities that can generate income for the company.

In a brick-and-mortar/franchise business like Jack in the Box, customer experience is shared by operations, marketing and customer relations, making it imperative that they all operate from the same CX playbook. “Our big theme is integration,” explains Iwona Alter, Chief Marketing Officer at Jack in the Box. “We are studying how the physical and digital experiences inform one another. Our social team, community manager and customer service department then work to integrate how we deliver a consistent experience in both worlds.”
“Brands tend to falter when their brand image becomes disjointed from the experience they deliver,” says Doug Zarkin, Vice President, Chief Marketing Officer of Pearle Vision. “As a premium eye care brand, we must deliver a premium eye care experience. We are not the cheapest, nor do we want to be, so we need to provide a comprehensive customer experience which reflects that.”

Zarkin’s point illustrates the importance of clearly defining the brand, then centering a CX initiative around it. This philosophy also serves as the primary driver at Jack in the Box. “All of our content, our media strategies, our creative, is informed by who we are as a brand,” explains Alter.

Likewise, UX and content strategy must be informed and planned by the customer journey. This approach ensures buyers find the right content in the right place at the right time. At The Clorox Company, Reynolds says, “It all starts with a customer goal rather than a need. “I want to feel healthier or I want a cleaner home, for example. Then we strive to engage them where they are at that ‘think or do’ moment on the journey.” By focusing on the journey first, Reynolds says it has changed the way they think and plan.

**MAPPING THE JOURNEY**

Marketers are taking different approaches to mapping out the journey to understand where those touch points are. It can be challenging in a world where the journey is no longer linear, and consumers have more information at their fingertips and less propensity to show brand loyalty.

Rodriguez says that is where a data-driven “I know vs. I think” approach, from the inside out, has proven invaluable at UCHealth. This effort began with internal stakeholder interviews to understand what they believed the brand’s customer experience was and what it needs to be.
How Digital CX Nurtures the Human Connection to Your Brand

In an industry based on caring for patients, it is only fitting that UCHealth centers its branding on the patient. Put quite simply, “Everything we do is for the patient,” says Manny Rodriguez, Chief Marketing and Experience Officer for the organization. This is supported by three pillars of the brand: 1) be people centric, 2) be at forefront of innovation, and 3) provide best quality of care.

“There is an expectation for high quality of care in this industry,” Rodriguez explains. “People come to us because they expect when they leave, they will be better than when they came in. But they have choices for providers. So we want to create an experience, for patients and their loved ones, that is focused on their wellbeing...on them living an extraordinary life through exceptional customer experience.”

With so much technology available to enhance patient experience, Rodriguez says human touch plays an integral part in making that experience meaningful. “The doctors, nurses, even the parking valet – they can make or break the interaction with the patient.” That’s why every opportunity to deliver CX, digital or in person, is critical. “We’ve found that for every negative experience a person has, they need five or six positive experiences to override that one negative.”

UCHealth has creatively and poignantly captured outstanding customer service through a series of inspiring videos that follow patients on their journeys to recovery. One particularly moving account, tells the story of an American soldier severely injured in the line of duty. A UCHealth medical team was able to save his legs allowing him to return to active duty and live to see his son join the military and follow in his heroic footsteps.

Externally, they conducted a customer journey mapping study of 3,000 patients to gain insights into what customers’ expectations and pain points are and how UCHealth is delivering against that. “This allowed us to marry what we internally believe needs to be delivered with what customers externally want to be delivered.” Utilizing IBM Experience, UCHealth then translated the data into patient profiles, or personas, and created journey maps against those different profiles.

SAP also looks to data for guidance. Smith says the company uses predictive analytics and channel attribution to show them what the customer is doing, where they are on the journey, then the marketing team maps content to drive them through the journey. “It’s an architecture that allows for prioritization...we can map the different journeys across the different priorities for optimal results.”
CUSTOMER INPUT IS ABSOLUTELY ESSENTIAL

Connecting the brand to the customer journey to deliver positive customer experience requires a keen set of ears, eyes and the proper tools to understand who the customers are, what their journey looks like and what their CX expectations are. “At Cerner, we turn on our listening ears,” says Hendricks. “Rather than letting client survey results tell us what we want to hear, we listen to the results. It’s a critical distinction. And our client experience team works with business leaders to address any issues, and we celebrate our associates who get recognized by our clients.”

Pearle Vision’s Zarkin concurs, “As smart and creative as we hope to be as marketers, we must recognize that the single most powerful tool a marketer has word of mouth, which is why the single most powerful asset a marketer has is its front line associate and their interaction with who is in front of them. For us, whether it’s a doctor or an optician, the personalized and genuine service they deliver leaves an experience marker on a consumer. That experience marker gets translated into a word of mouth asset – an NPS score, a social media recommendation, a conversation with friends or co-workers.” With nearly 600 EyeCare Centers in the United States, Canada and Puerto Rico, Pearle Vision has begun a major investment in reputation management to gain significant ground in harnessing the power of WOM marketing.

“Rather than letting client survey results tell us what we want to hear, we listen to the results. It’s a critical distinction.”

MELISSA HENDRICKS
Vice President, Marketing and Communications
Cerner
The Pearle Vision approach to customer experience lies within a simple equation. Chief Marketing Officer Doug Zarkin explains: “Regardless of income level, consumers want to find value. Value is equal to experience divided by price. The better experience you deliver, naturally the more you can charge for your product or service. As a premium brand, it is imperative for Pearle Vision to deliver a numerator – experience – that is far greater than the denominator which is price.”

Creating positive CX, online or in store, requires trust, says Zarkin. “Trust between our brand and our patients is earned through a series of small moments. Small moments, such as adjusting and cleaning a walk-in patient’s glasses for free, build trust. Listening to a patient builds trust. Answering even the smallest question builds trust. It doesn’t cost anything but time. We have found that these small moments add up to create strong, trusted relationships between us and our patients.”

To balance that high-touch approach with high-tech efforts, Pearle Vision uses technology as an enabler to a more personal, one-to-one relationship. “Our online scheduling metrics have grown double digits in each of the last five years,” he explains. “It allows us to meet a need in the moment, to instantly connect customers to their neighborhood Pearle Vision EyeCare Center, and further establish that relationship. But technology cannot replace what is required of every CMO, which is a passion for making a difference. If you use technology to put your passion to use, it’s amazing what you can accomplish.”

“I think one of the most frequently asked questions of any brand or marketing leader is how do you measure quality of experience? The complexity of that answer is truly in the simplicity. Essentially shut up and listen to what your consumers and your front line associates are saying.”

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**DOUG ZARKIN**  
Chief Marketing Officer  
Pearle Vision
FACING & OVERCOMING CX CHALLENGES

Integrating digital customer experience is a daunting task in the face of ever-changing, dynamic technologies and non-linear customer journeys. According to this research, the three top challenges marketers encounter are:

- **Technology gaps**
- **Limited resources to execute/Lack of customer knowledge**
- **Budget**

**TOP 3 CHALLENGES**

TACKLING TECHNOLOGY

The expanding landscape of technology is both a blessing and a curse for marketers today. At Wells Fargo, for example, Lacorazza says they have access to a large amount of relevant, useful customer data, but industry regulations preclude them from marketing products and services based on demographics, such as age or income.

To overcome technology gaps at UCHealth, Rodriguez says they created a new Technology & Innovation position within his team, tasked with exploring new technologies that will integrate digital customer interactions, such as virtual visits on their mobile app. Using technology to enhance CX, the health system recently completed a virtual reality pilot for patients undergoing long infusion treatments. “The results are beyond extraordinary,” says Rodriguez. “After using the VR during eight to ten hour treatments, patients say ‘Now I have something to make the time fly by... I can’t wait to tell my friends what I experienced.’ Through VR, these patients are able to explore the world.”
We’ve found that for every negative experience a person has, they need five or six positive experiences to override that one negative.

MANNY RODRIGUEZ
Chief Marketing and Experience Officer
UCHealth

BUDGETING FOR CX

Having adequate budget to execute an effective CX initiative is the second-biggest challenge survey respondents cited. Understandably so. Survey participants were asked what percentage of their organization’s annual budget was allocated to optimizing customer experience through solutions, improvements and technology. The majority of respondents — 67 percent — reported that less than a quarter of their budget was designated for those CX activities*.

invest less than a quarter in CX*
But, according to the survey, marketers and brands are adjusting to meet demand by increasing marketing spend and prioritization where it is needed most.

In which areas have you increased marketing spend and prioritization to positively impact customer experience?

- **Technology Solutions**: 52%
- **People Resources**: 38%
- **Customer Communications/Engagement**: 44%

Marketers are also seeing success as they improve customer experience and overcome challenges they face along the way. When asked which areas have been most effective in improving their CX, 37 percent of marketers replied “Mapped out desired state customer journey,” while 35 percent chose “Eliminated technology gaps” and 34 percent selected “Secured required resources for success.”

Which areas have been most effective in improving customer experience?

- **Mapped out desired state customer journey**: 37%
- **Eliminated technology gaps**: 35%
- **Secured required resources for success**: 34%
Innovation is at the heart of CX at Wells Fargo. It is, in fact, the distinctive focus of a dedicated Innovation Team, which Michael Lacorazza, Executive Vice President, Head of Integrated Marketing, describes as “forward-thinking.” He says the group is constantly working on product innovations to elevate the digital experience and simplify the banking experience across many segments. For example, they developed an iPad app to meet the needs of large investors moving money around the world and have implemented improvements in the mobile banking experience for everyday users.

Technology is, of course, at the fore within marketing itself. With a large suite of technology, Wells Fargo enables capacity management, leverages social listening platforms, and uses a data management platform that allows marketing to design audience segments, create segment-specific content, and manage the delivery and measurement of that content via owned and paid channels.

Measuring the success of Wells Fargo CX strategies also relies on technology. Lacorazza cites operational and engagement metrics, social listening, and measurement plans designed to track specific CX programs. “With the prevalence and importance of technology today, especially in terms of customer experience, the idea of the role of CMO being a technologist is front and center.”
NEXT STEPS

FIRST STEPS TO INTEGRATING A DIGITAL CX STRATEGY

Businesses are undergoing an unprecedented shift, a digital, customer-driven transformation driven that is forcing them to reassess their customer interaction now and in the future. Every business is starting from a different place, be it culture, technology, executive support, funding, or another element that impacts customer experience. The burning question is: “Where do I start?” Getting started is not an overwhelming mystery, but it does require some real work. Here are a few steps to follow that will help ensure the foundation for a successful outcome.

01 CREATE A PLAN

Easier said than done. It could be as ambitious as SAP’s Vision 2020 or a simple, yet powerful strategy that clearly articulates your CX vision and goals/charter. This plan provides the foundation for your organization to build upon. Put a stake in the ground about what you want your CX strategy to be and how you will measure its success. A documented charter ensures that your people are aligned and speaking the same language. It enables you to implement changes by empowering employees to do what is right for the customer without negatively impacting operations or revenue.

02 MAP OUT THE CUSTOMER JOURNEY

Customers expect to interact with a business on any channel, via any device, at a time that works for them. Take baby steps to map the journey. Document specific journeys and assess where along that journey customer satisfaction is low –key opportunities for improvement. Take a walk in your customers’ shoes, create a visual map of the overall journey from the customers’ perspective. Highlight important connections between brand, customer expectations and business requirements. How do the various segments of your customers prefer to interact? What role do/could mobile applications, kiosks, or even physical locations play? Where are opportunities to automate? Shift to a chatbot for service, or even allow customers to serve other customers. Doug Zarkin of Pearle Vision found that the tried-and-true mystery shopper approach proved invaluable to seeing first-hand what the customer experience was like and where the opportunities were.
CREATE THE CASE FOR CHANGE

Create the business case to invest in CX to bring your executives on board. Until you bring the customer voice to the C-suite and demonstrate the measurable impact it has on your company’s bottom line, you will not be successful in deploying an organization-wide initiative and commitment to an optimized customer experience.

EXECUTE

Start with your prioritized plan, and measure outcomes. Execute each component with full surround of employee education, cultural buy-in and, of course, technology deployment. You don’t have to displace everything you do today. Start small, create and communicate incremental wins, and leverage those to justify further investment in next steps of that plan. As UCHealth’s Manny Rodriguez attests, “Simple human touch points can greatly impact a personal relationship.” Be sure to create pre- (and post-) measures to ensure you have all the right data to drive future decisions, and to ensure understanding of the overall improvements the business is experiencing. Let your KPIs drive your efforts.

For us, it starts with the brand architecture. While all of us love the new technology and are aware that every five minutes there is yet another channel that the consumers can engage with, at the end of day, all of our content is informed by who we are as a brand.

IWONA ALTER
Chief Marketing Officer
Jack in the Box
Customer experience is more than a feel-good initiative – it is a mandate for success in today’s ever-evolving business environment. A holistic CX strategy must include seamless integration between all customer touch points – inperson and digital. Successfully executing a CX strategy requires company-wide buy-in, research, data, and the right people and tools. “There will always be a need for both digital and physical customer experience,” states Sian Smith of SAP. “Our mantra is to elegantly marry the two for an immersive experience throughout the journey.”

“\[quote\]
It was the strategic thinking along with the radical reorganization of marketing that’s really led to us getting that next level of consumer-centricity.
\[quote\]

**ERIC REYNOLDS**  
Chief Marketing Officer  
The Clorox Company
KNOWING WHAT IT TAKES TO DELIVER GREAT CUSTOMER EXPERIENCE

The research confirms that when it comes delivering excellent customer experience, marketers get it. Asked to rank the most important areas for customer input and involvement to help ensure an optimized customer experience, “Define/design successful customer experience,” “Utilize digital/web/mobile channels,” and “Leverage customer input to review new programs” were chosen as the top three.

DO CURRENT CX EFFORTS MEASURE UP TO REALITY?

So with strides being made in CX, are marketing efforts measuring up to reality? When asked “How would you rate the customer experience that your company delivers?,” 73 percent of survey respondents cited “Excellent/Good.”
Yet when queried, “How would/do your customers rate the customer experience that your company delivers?” a combined 59 percent said “Excellent/Good.”

This disparity demonstrates the challenge marketers face to increase and modernize a CX strategy that will better align reality and goals.

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The CMO Club is the world’s most engaged and inspired community of Senior Marketing Executives who help each other solve their biggest challenges, within a candid, trusted and sharing environment. Collaboration fueled by inspiring events and within the members-only Digital Solutions Clubhouse raises the standard for what is required to be a successful Chief Marketing Officer. With more than 850 members, The CMO Club is the go-to center for today’s Senior Marketer for peer-based personal and career success support. For more details, please visit [www.thecmoclub.com](http://www.thecmoclub.com).

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