

08.

A shared recipe for success

The leading companies share a set of common characteristics. They understand their customers in the markets they serve. They are intentionally focused on delivering positive customer experiences. And they are positioning themselves to be flexible, agile, and prepared for an evolving, uncertain future.

As the trading environment becomes more complex and less predictable, companies that prioritize understanding their customers in the context of their markets, focus on orchestrating intentional customer experiences, and remain responsive, agile, and adaptable will be better prepared to navigate the future successfully.

This requires customer closeness, customer insight, and an organizational design that enables rapid reconfiguration. Companies are now designing foundational systems and IT architectures that have flexibility inbuilt, applying development techniques that are accelerating time to market and measurement systems that enable ongoing refinement.

New technologies are quickly assessed for their contribution to the efficiency and effectiveness of the organization and rapidly deployed in a test and learn environment. It is not technology for technology's sake, but a considered approach to how the customer experience can be augmented and improved.

Cross-functional working is a way of life; collaboration is a critical competence.

Achieving significant improvements to customer outcomes is a driving force. Central to success is the ability to orchestrate resources and capabilities quickly and flexibly around changing customer needs.

As firms consider how they orchestrate a connected customer experience, designing flexibility into their organization structure has become a critical next step.

As the trading environment becomes more complex and less predictable, companies that prioritize understanding their customers in the context of their markets, focus on orchestrating intentional customer experiences, and remain responsive, agile, and adaptable will be better prepared to navigate the future successfully.

