

Move the Needle: Accelerate Your CX Strategy





John Deere

Steering Wheel

Wheels

Engine

Lessons Learned

Our goal is to earn customers for generations.



Easier said than done.



Our customers are diverse.



Our channel, independent.

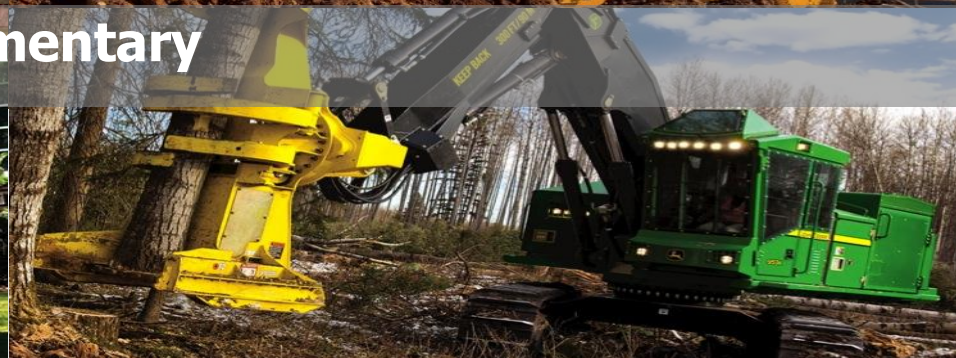


Our business, highly decentralized.

Growth



Complimentary



Supporting

Financial Services

Power Systems

Intelligent Solutions

Worldwide Parts Services

Evaluated maturity against best practices:

Vision & Strategy

- Defined vision that unifies the enterprise to leverage CX as an enabler to business success
- Consistent, integrated, and proactive strategy that drives ongoing investment and improvement in CX

Program Design & Metrics

- Intentional experience design that is tailored for each customer type and aligned with the brand promise
- Ongoing process to consistently measure CX performance and use insights to assist enterprise decision-making

Organization & Governance

- Embedded CX leaders and team members across the enterprise on cross-functional and cross-product teams
- Established responsibility guidelines and CX program governance processes employed across the enterprise

Processes & Tools

- Proactive approach to identify and engage relevant stakeholders with actionable CX insights through a closed-loop process
- Innovative CX technologies that enable closed-loop engagement and enhanced customer understanding

Ownership & Accountability

Strong Foundation

Design for Use

Standard Process

Prioritize Needs





Steering Wheel:
Organization & Governance

Windshield:
Vision & Strategy

Engine:
Measurement Program

Wheels:
Processes & Tools

A best-in-class CX program requires optimal performance from each part of the 'machine'



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Lessons Learned in 2015

Governance

Strategic
Cross
Divisional

**Customer Experience
Integration Steering**

Operational
Cross
Divisional

**John Deere Experience
Leadership**

Enterprise or
Local

**Global & Local
Operational**



Engage Hearts

ChatterBox

CX Multipliers

Executive Connection
Program





CX Multiplier

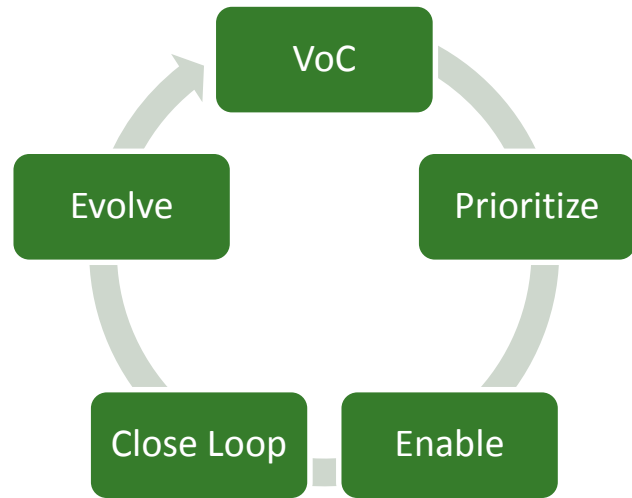
Brazil Dealer focused

Extensive F2F Training

Assessment

Monthly Coaching

Performance Reviews against Operational Model



Executive Connection Program

Focus

Engage

Observe



Inform Minds

Change how we think about customers

Link CX to financial outcomes

Connect to Operational Measures



Change how we think about customers

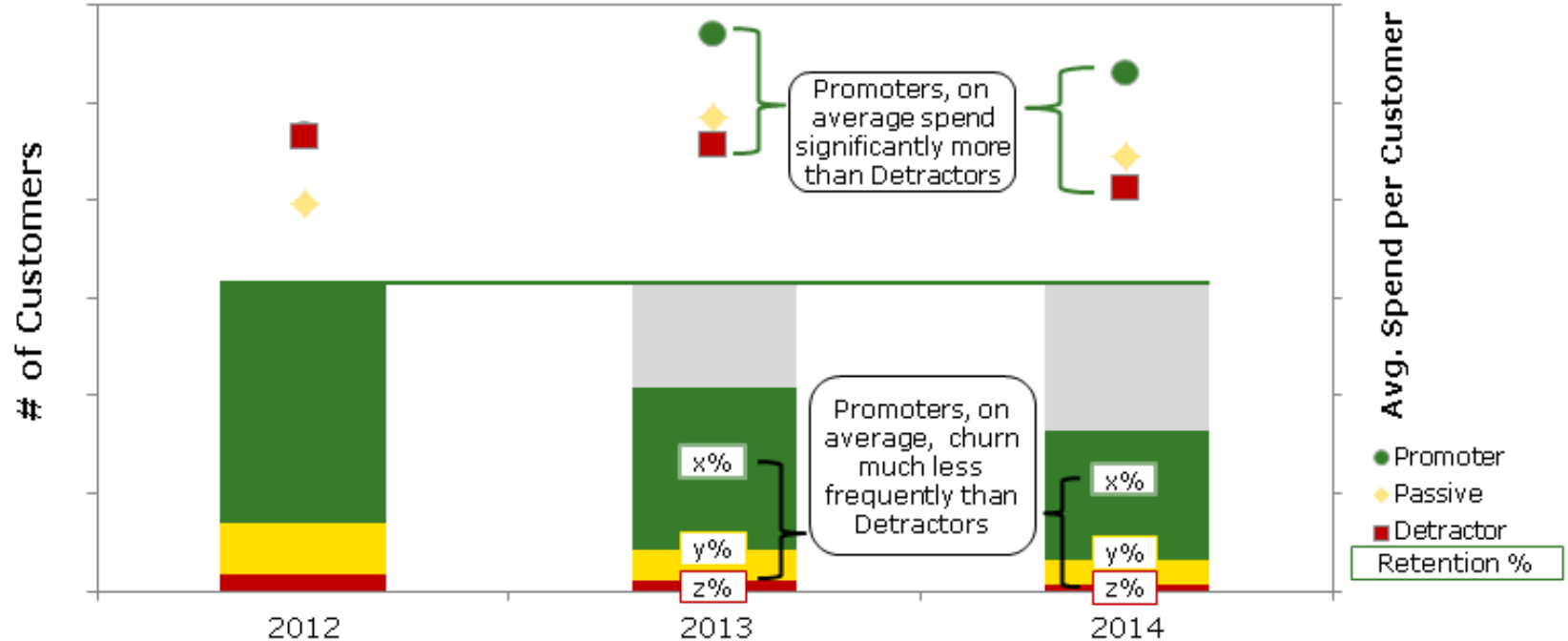
- Promoter, Non Promoter
- B2B, B2C
- Attitudes, Behaviors



Customers with positive sentiment have lower churn and increased spend in subsequent years

Examining the year-over-year behavior of customers who are 'Promoters' vs. 'Non-Promoters' in 2012

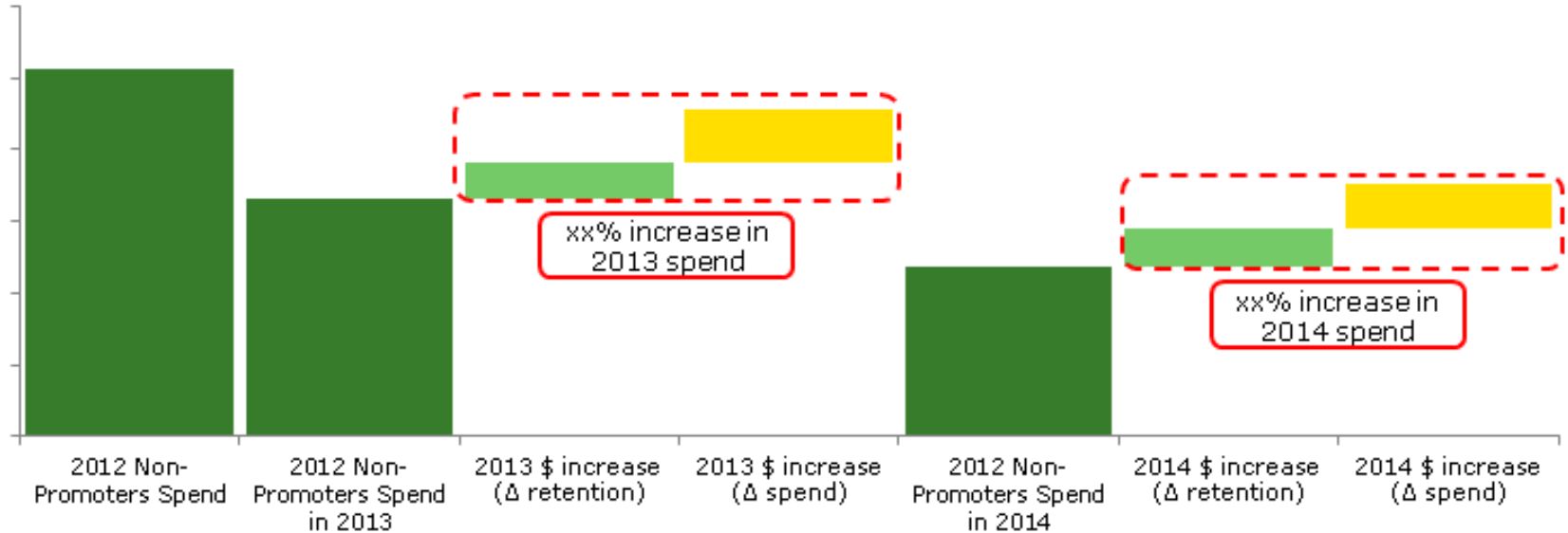
Illustration



If Deere had converted 2012 'Non-Promoters', it could have realized substantial additional revenue over the next 2 years

Quantifying the Financial Impact from Increased Retention and Spend for 2012 'Non-Promoters'

Illustration



Lead Action

- Inform local strategies
- Journey Mapping
- MoT Analysis





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Top Lessons Learned in 2015



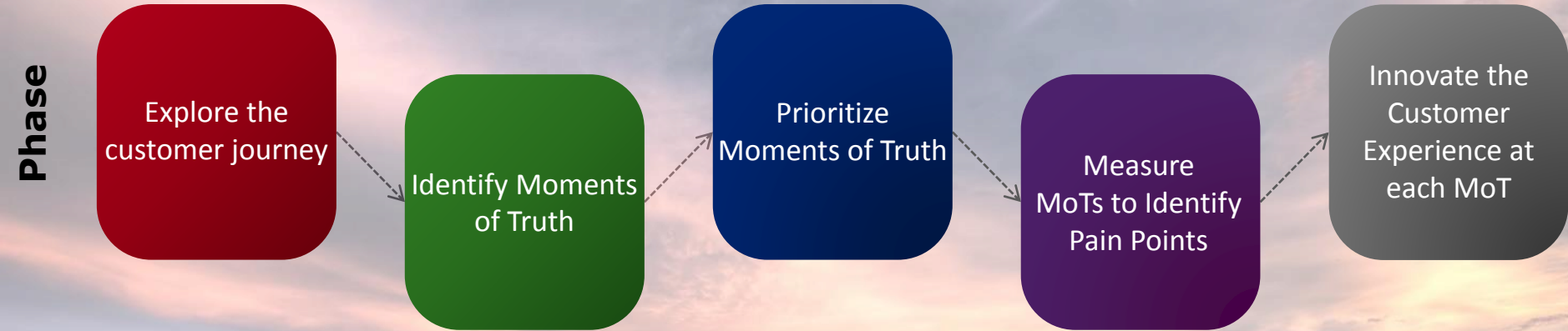
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Roadmap to Customer Experience Design & Innovation



For each event we evaluated...

How are producers'



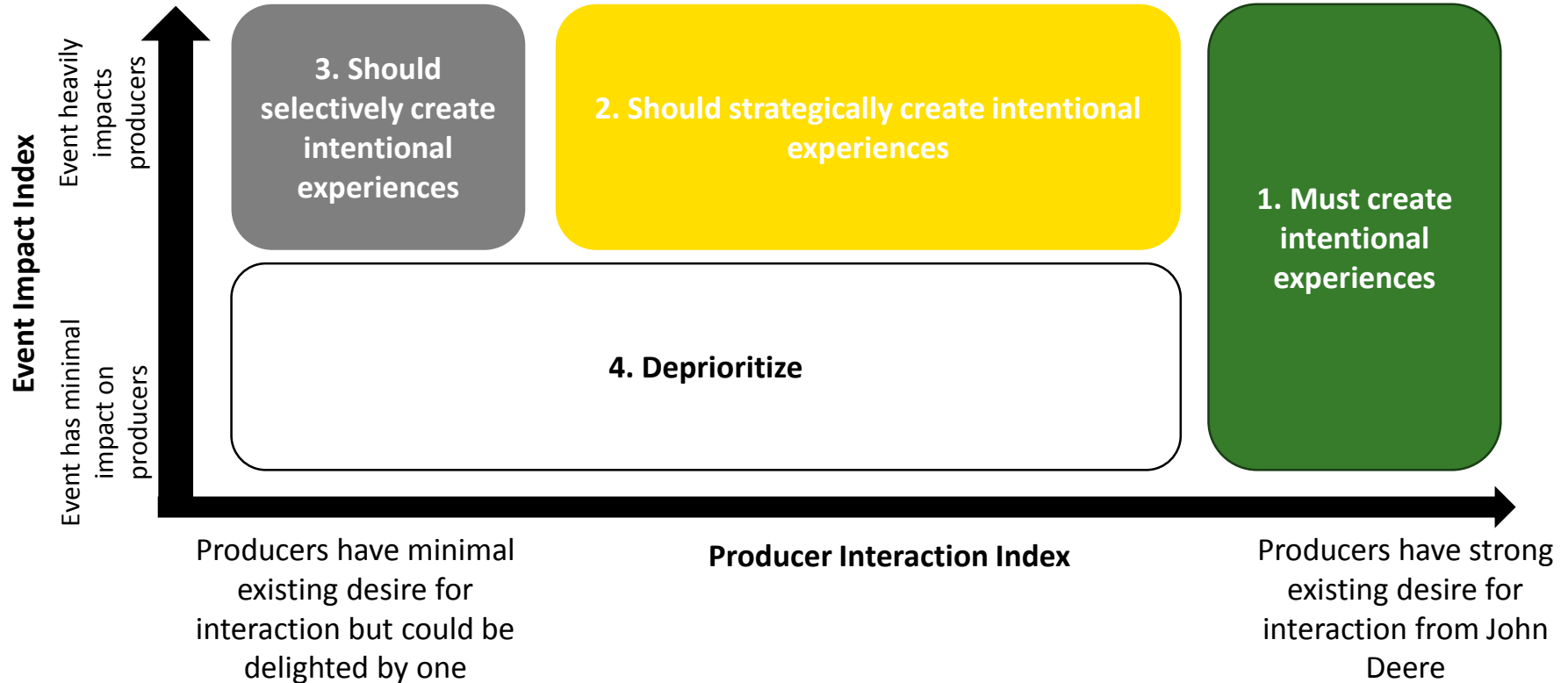
affected by this event?

What do are our producers

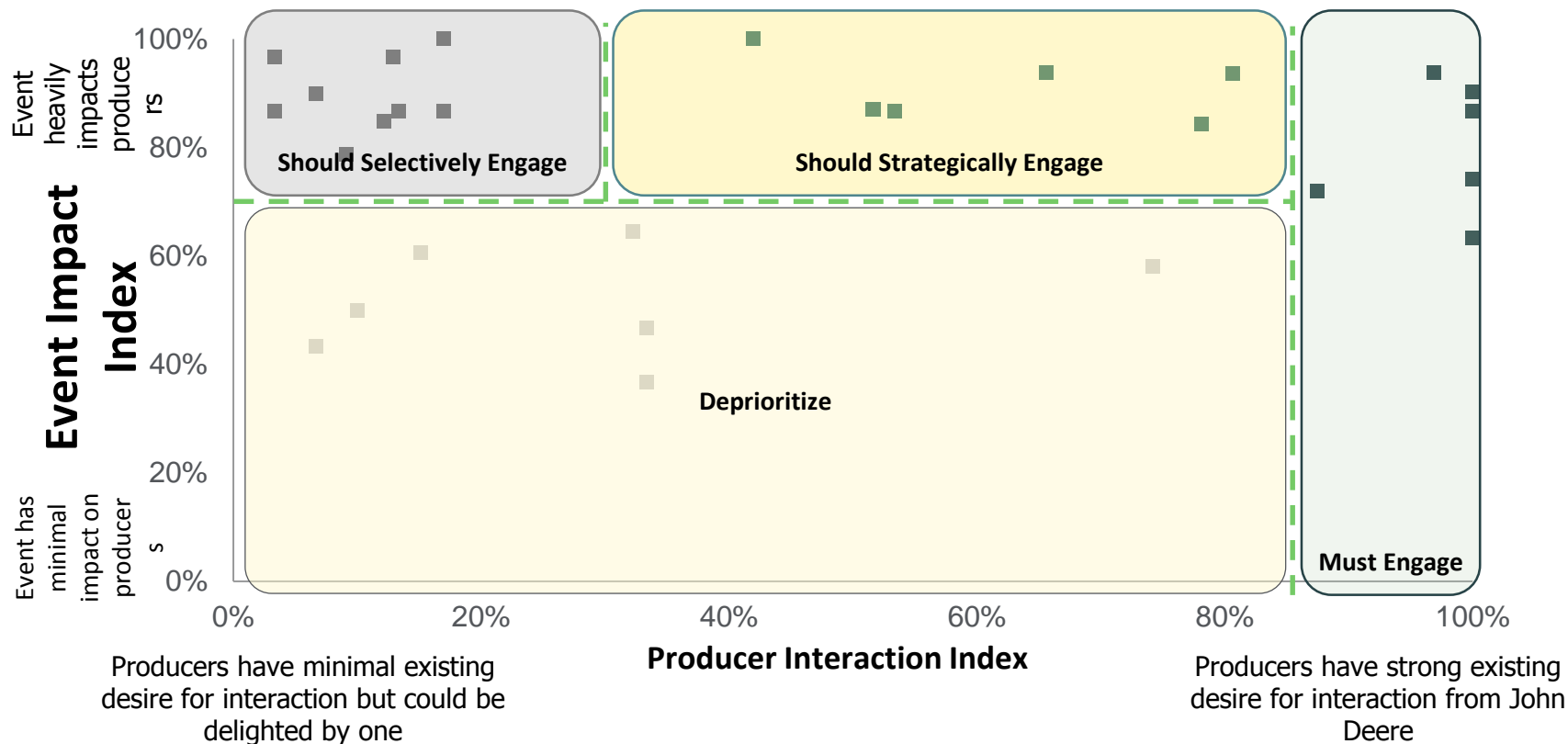


from us during this event?

Opportunities in which Deere.....



Resulting in a MoT Map that drives intentional action



Now we can

Gain alignment on the prioritized events

Dig deeper into pain points

Incorporate design thinking into innovation





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Is the Needle Moving?

- Critical foundational components
- Guidance for comparisons
- Transactional measures can't replace Relationship measures
- Channel Enablement



Measurement Program Delivers Insights that Drive Action

Foundational Insights

- Customer journey & moments of truth
- Unmet market needs & pain points
- Buying process & decision-making criteria

CORE: Always-On Customer Insight

Targeted Feedback *(tracks strategic priorities)*

Ownership survey
(New Product Purchase)

Relationship survey
(Overall NPS, drivers)

Unsolicited Feedback *(uncovers blind spots)*

**Strategic
account interviews**

**Advisory
panels**

**Social media & web
analytics**

Flex: Business Decision-Driven Customer Insight

1. What business issues are we seeking to address? What outcomes do we desire? What hypotheses should we test?



2. What do we already know (from CORE programs and/or other existing data sources)?



3. What new customer feedback do we need to collect?

Research
studies

One-time
customer pulses

Regional
deep-dives



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Lessons Learned

Lessons Learned:

- **You can't replace executive-level support.**
 - **If you don't have it, throw your shoulder against the financial impact analysis necessary to gain that support**
 - **Tie customer experience data to operational measures**
- **Focus on how to embrace, leverage, and embed CX into your company's culture—don't focus on changing it.**
 - **Know how work gets done & leverage that structure**
 - **Be the bridge across organization divides**



JOHN DEERE