Bose CX Innovation Award Nomination

Innovation Title

The Bose CX Bootcamp

Describe the Innovation: Why and What was the idea that this organization was trying to change or create to bring value or resolution to a customer's pain point?

CX Bootcamp is a repeatable, customizable, in-person workshop created to socialize customer insights and ground the entire organization in the needs of customers.

When fully leveraged, customer insights are incredibly powerful and useful. However, if employees don't internalize and then act on it, the customer insight will have little to no positive business impact.

Employees need to connect with and derive meaning from insights to make them truly actionable. They have to feel it. When they do, employees build intuition about customers, and thus, those companies perform better.

That's why the Bose Corporation, one of the world's top audio technology brands with more than 11,000 employees worldwide, developed the Customer Experience (CX) Bootcamp. Designed for about 50 to 100 Bose employees at a time, this multi-day workshop allows employees of all levels and from various departments to focus on customers. The Bootcamp brings designers, marketers, researchers, insights professionals, and sales teams together to activate insights and build skills in the five key brand behaviors customers value most: openness, relevance, emotion, empathy, experience.

Arranged in five training modules, one for each of the brand behaviors, CX Bootcamp gives employees a toolkit of frameworks and a new customer-inspired mindset.

Bootcamp's primary goals are to:
1. Build empathy for the customer
2. Align on common vocabulary for parts of the customer experience
3. Build skills in the five key brand behaviors that customers value
4. Promote a culture of customer-centric design across Bose

Describe how this organization did things differently as part of identifying, testing and implementing the idea considering the following:
·*Methodologies and tools used*

In the first 6 months, Bose trained over 400 employees, including line-level designers, store managers, and executive team members.

In addition to CX Bootcamp, employees are invited to participate in additional customer insight activities. These activities include: shop-alongs, retail lab tests, fireside chats, a customer insight portal, etc., exposing hundreds of employees to real Bose customers. Bootcamp content then evolves with new insights, so that no two Bootcamps are identical.

This program is helping to build bridges between internal teams, improve processes, and remove churn by empowering employees to put the customer first. Customer Experience Bootcamp is a catalyst for building a customer-centric culture and inspiring new ways of thinking about and solving problems at Bose.

The CX Bootcamp gives Bose employees a toolkit of frameworks and a new customer-inspired mindset that they can take with them and refer to when making decisions in their day to day work. Using a baseline of common vocabulary about customer research methods, customer personas, and customer journeys, employees can all start from the same "place" when thinking about, engaging with, and designing for every Bose customer.

Bootcamp is organized into five training modules, one for each of the five key brand behaviors:

● Openness: a genuine interest in dialogue with your customers
● Relevance: speaking the customer's language and sharing their values
● Emotion: creating a sense of belonging and making people feel smart and proud for being customers
● Empathy: understanding customer needs and preferences and exercising better customer intuition than competitors
● Experience: respecting a customer's time, appreciating their loyalty, and making customer service everyone's job

Each module follows the same general flow. First, we define the brand behavior, describing what it means for the Bose customer experience and how it contributes to business growth. Teams then work together or independently to identify other brands that excel in that behavior. To bring each behavior to life, a case study is presented, showcasing one successful brand in a "brand spotlight". Examples from Bose are also shared, demonstrating how the company is "walking the talk" today with respect to the behavior. Teams and individuals work on building their skills and applying the key behavior using a variety of activities. Groups then debrief on methods for applying that behavior internally.

The CX Bootcamp culminates in a final exercise where participants work in small teams to use what they learned to create and pitch, Shark Tank-style, a new experience idea that meets the needs of specific types of Bose customers.
Following the Bootcamp, participants have ample opportunities to apply their new skills in the real world. They join the insights team in the field on shopping ethnographies. Or, spend some time in the retail lab to experience sales and marketing concept tests. They even participate in "fireside chats" with real Bose customers.

Describe how innovative the idea or solution is considering the following:
·How unique or different the idea or solution is across the industry
·How has it advanced CX and awakened others inspiration and interest in CX?

This Bootcamp has inspired people from across functions and roles at Bose to think about CX differently. It has helped to move the company from a product-centric culture to a customer-inspired one.

Describe the benefits achieved and/or CX improvement of the innovation considering the following:
·What factors were used to quantify and measure the improvement success?
·What impact did the product or service have on the customer and how was this measured?
·What impact did the product or service have on the employees, and how was this measured?
·As a result of the innovation how did it change the business operating norms?

In the first 6 months, Bose trained over 400 employees. Bootcamp participants have ranged from line-level designers, to store managers, to members of the executive team.

Aligning the Bootcamp content with additional customer insight activities (shop-alongs, retail lab tests, fireside chats, a customer insight portal, etc.) and exposing hundreds of employees to real Bose customers has allowed us to continue to improve. Doing this, we continue to evolve the content with insights from new research programs, so that no two CX Bootcamps are identical.

This program is helping to build bridges between internal teams, improve processes, and remove churn by empowering employees to put the customer first and give the customer a seat at the table. Ultimately, the CX Bootcamp is a catalyst for building and strengthening a customer-centric culture. It is meant to inspire new ways of thinking about and solving problems. It's a creative approach to making the business more human, to feel what customers feel, and to infuse this knowledge into employees' daily work at Bose. And in doing so, Bose employees strengthen their relationships with our customers and with each other.

Which types of work is the innovation focused on? (select all that apply):

-Customer-Centric Culture
-Voice of the Customer, Customer Insight and Understanding
-Organizational Adoption and Accountability
-Customer Experience Strategy
-Experience Design, Improvement and Innovation