



CUSTOMER EXPERIENCE 2026: A FROST & SULLIVAN EXECUTIVE MINDXCHANGE

Loews Sapphire Falls Resort at Universal Orlando, July 13-15, 2026

FROM FATIGUE TO FORWARD MOTION: LEADING CX CHANGE THAT STICKS

CAPSTONE Presentation

Wayne Simmons

Author, *The Customer Excellence Enterprise* (Wiley)

Founder, The Customer Excellence AGENCY

FROST & SULLIVAN

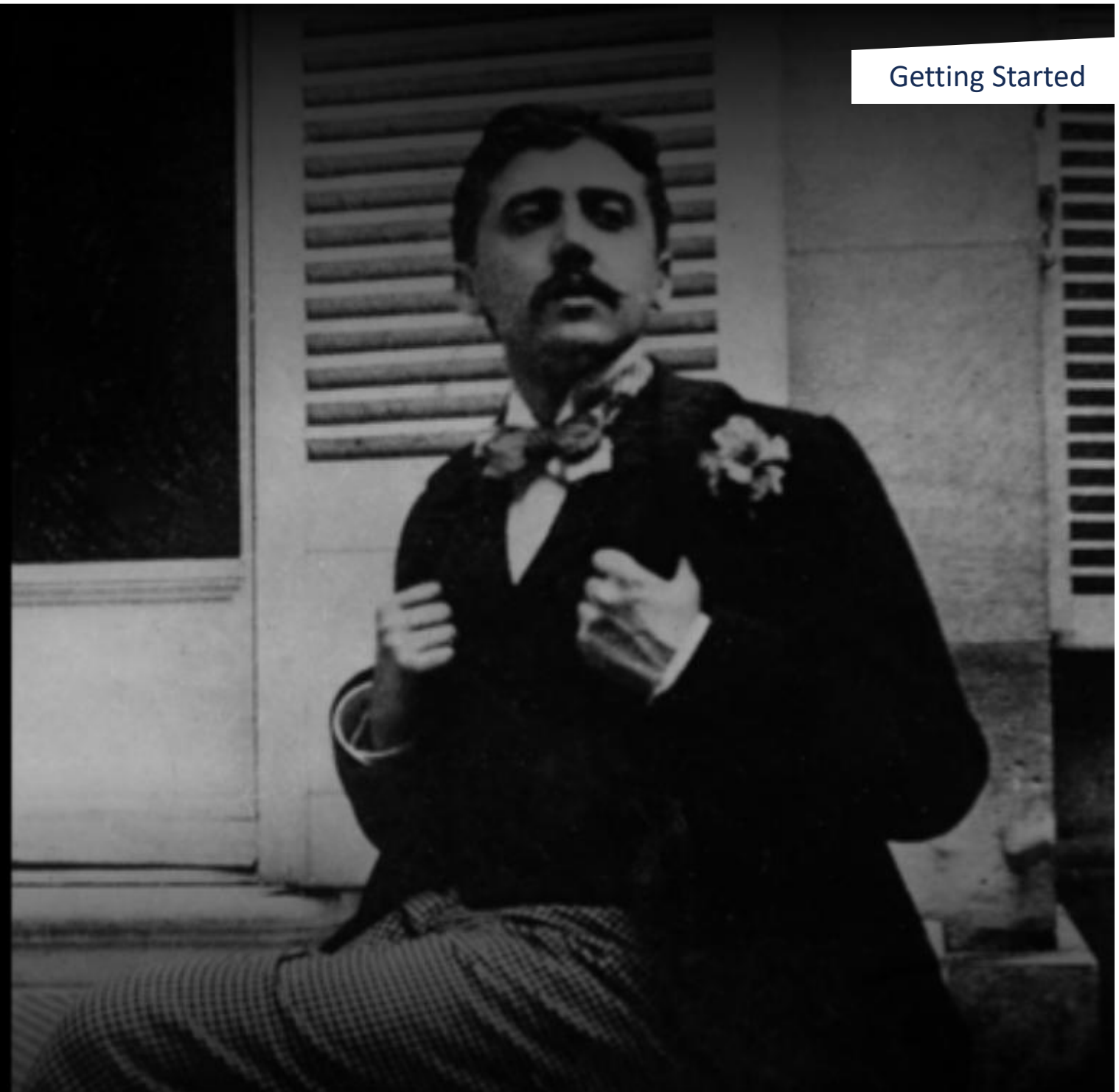
#FrostCX

CONTEXT IS EVERYTHING

Getting Started

“The real voyage of
discovery consists
not in seeking new
lands but in having
new eyes”

Marcel Proust, Novelist



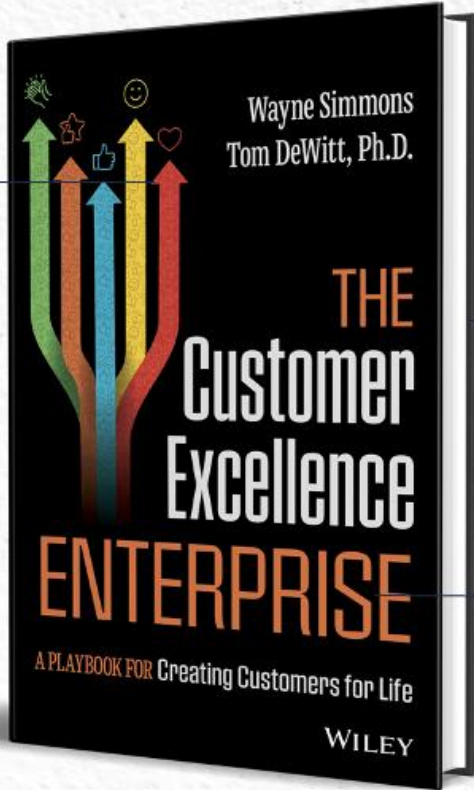
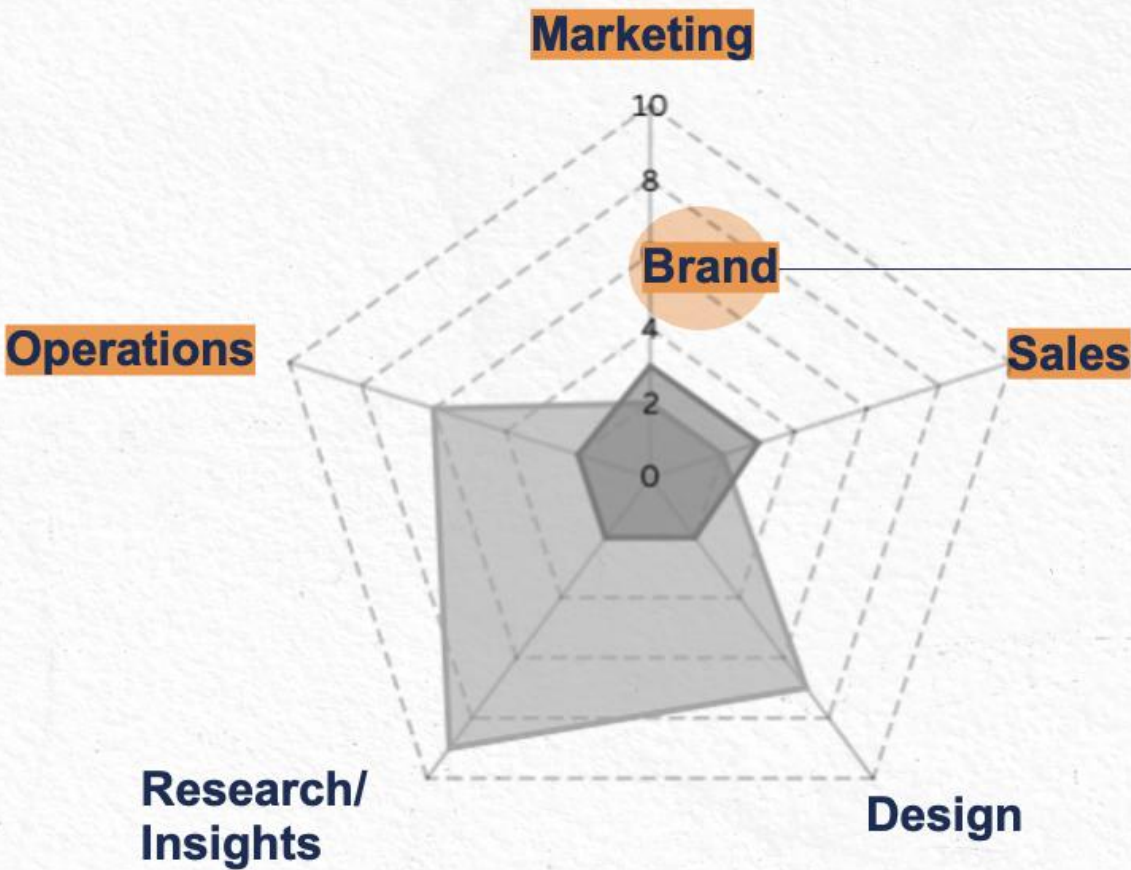
FROST & SULLIVAN

Getting CX on to the “Urgent Agenda”

1. “Experience” addresses a real gap in Pharma & Life Sciences

3. Customer-centricity and CX must scale to become organic to business models and corporate success formulas.

2. CX must be integrated into existing ways of working



25
YEARS

TWENTY-FIVE YEARS AFTER
CUSTOMER EXPERIENCE
BECAME A THING...

Why are *exceptional experiences*
STILL so rare?



Step 01.

ESTABLISH A SHARED **CONTEXT.**

FROST & SULLIVAN



How value is created and recognized has changed.



FUNCTIONAL COMMERCE.

Efficacy
Safety
Label fit
Onset
Dosing
Modality
Interactions
Affordability

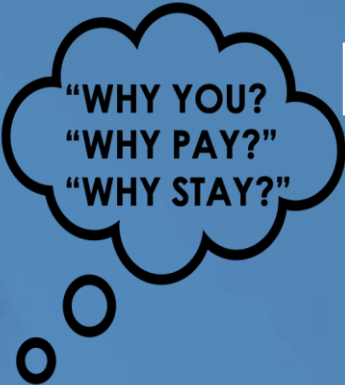


EXPERIENTIAL COMMERCE.

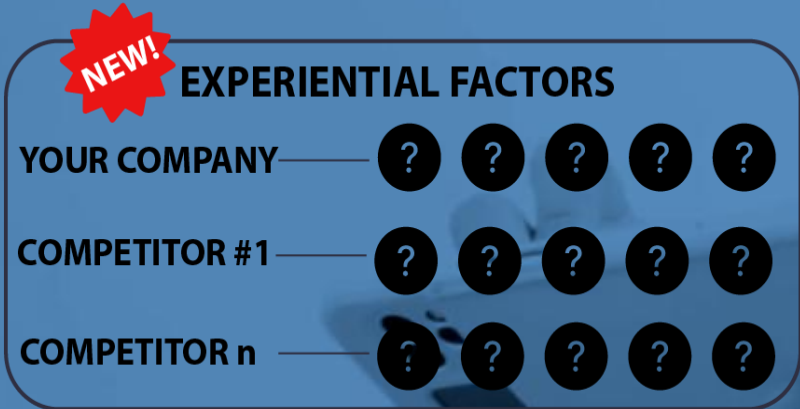
Transparency
Effort
Authorization
Availability
Responsiveness
Support
Access
Friction

How customers make decisions has changed.

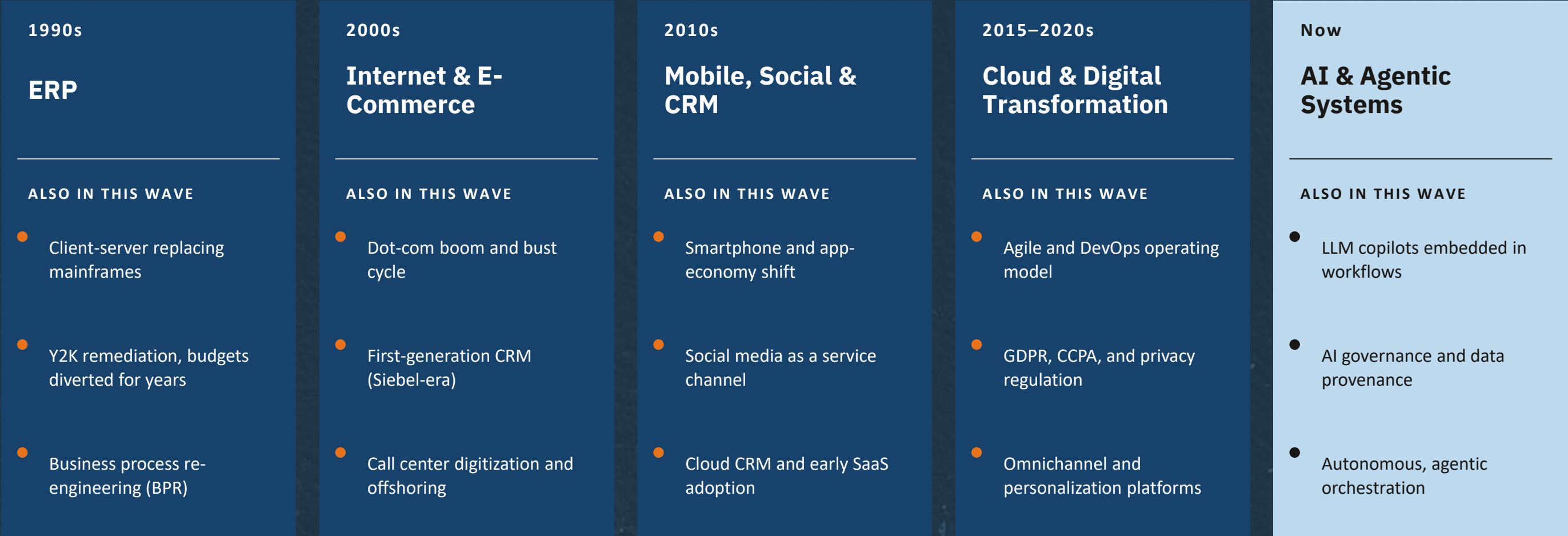
Experience is now 35% of prescribing decisions.



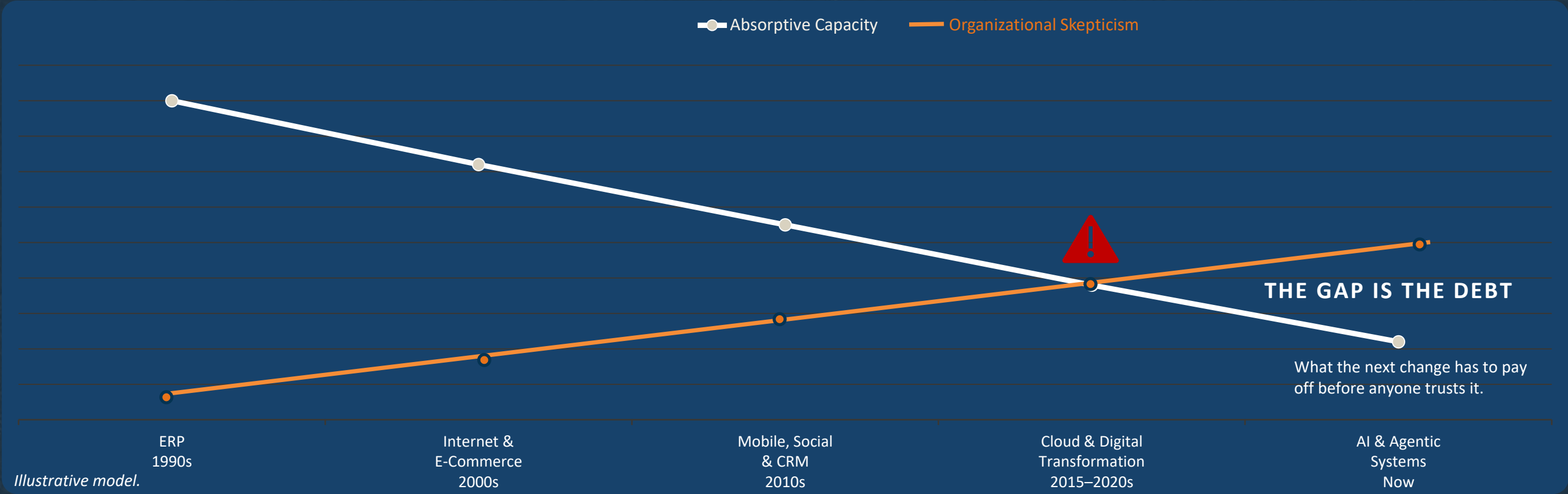
Customer Context



Enterprises have faced a tsunami of tech-led change.



Change fatigue has become embedded.



By the time the next wave arrives, it isn't asking a fresh organization to change. It's asking an exhausted, skeptical one to trust a promise that sounds exactly like the last five.

CX DOESN'T LIVE IN A VACUUM

The Urgent vs. Nice-to-Have Agenda

HOW FUNDED INITIATIVES ARE POSITIONED

- **A thesis, not a capability request**

A specific claim about value created, underwritten like capital, not asked for like a budget line.

- **A return the CFO can underwrite**

Modeled, sized, and tied to a number the business already owns and tracks.

- **Capitalized, not just funded**

Treated as an investment with a hurdle rate, not an expense competing to survive the next cut.

HOW CX IS TYPICALLY POSITIONED

- **A department, not a thesis**

A mandate and a headcount line to get more capable, no claim about value created.

- **Functional maturity as the finish line**

Success is a stage on a competency scale, not a number on a P&L.

- **Functional and tech outcomes**

A platform shipped, a survey launched, a dashboard built. Deliverables, not returns.

Value creation gets capitalized. Functional maturity gets a budget line and a place in queue for the next cut.

How does Customer Experience get onto the “Urgent Agenda”?

The objective can no longer be **FUNCTIONAL MATURITY**.

It must be about **STRUCTURAL PREDISPTION** and creating value by default.



Step 02.

APPLY A NEW LENS.

FROST & SULLIVAN



From Functional Maturity to Structural Predisposition.

FUNCTIONAL MATURITY

Maturity implies a ladder, a score, a destination you fund your way toward over time.

Maturity is what an internal team declares about itself.

THE IMPLICATION

You are often the single point of failure. When you rotate out, the initiative resets with you, and whoever inherits it starts the budget argument from zero.

STRUCTURAL PREDISPOSITION

Structurally predisposed means the mechanism is embedded in the system of record, the org chart, the comp plan, or a workflow trigger.

Predisposition is what happens when no one's in the room.

THE IMPLICATION

You become dispensable to the operating model and value creation formula, and that's the only way it survives you. The difference between being remembered as a program and being embedded as infrastructure.

THE CONTRAST

Functional Maturity vs. Structural Predisposition

FUNCTIONAL MATURITY

How good are we at CX?

Capability and competency

Self-assessed scorecards, stage models

Someone has to notice and choose to act

Plateaus, then quietly reverts

The question it asks

What it measures

How it's evidenced

What makes it happen

Under budget pressure

STRUCTURAL PREDISPOSITION

Does the organization act in the customer's interest by default?

Default behavior, structurally embedded

System of record, org chart, comp plan, workflow trigger

Fires without anyone watching

Survives reorgs, cuts, and leadership turnover

WHY IT WORKS — DNA-LEVEL CHANGE

DNA-Level change is change that scales.

LEADERSHIP DNA

Objective: Leaders Become the Principal Advocates for Customers

OPERATIONAL DNA

Objective: Modernize the Experience Delivery Factory

ORGANIZATIONAL DNA

Objective: Make Customer Outcomes a Shared Accountability

COMMERCIAL DNA

Objective: Deliver Excellence across the Customer Life Cycle



PROVEN IN PRACTICE

Structural Mechanisms, Not Just the Culture

	Structural Mechanism	Core Components	Experience Attributes
	Gold Standards	Credo, Motto, Three Steps of Service, daily line-up rituals, empowered frontline employees to resolve guest issues.	Anticipatory Service, Personalized Recognition, Emotional Warmth, Ritualized Excellence
	Apple Retail Experience Framework	APPLE service model, retail training, Genius Bar protocols, and product discovery rituals.	Radical Simplicity, Empowered Exploration, Humanized Expertise, Calm Confidence, Seamless Continuity
	ACEs (Amazon Customer Excellence System)	Customer Experience is integrated organically into the company's core operational improvement program.	Frictionless Convenience, Reliability at Scale, Speed as Value, Invisible Complexity, Self-Service Empowerment

NEXT: OPERATIONALIZE THIS STARTING TOMORROW

The Objective is Reset. Functionally Mature to Structurally Predisposed

4 SCALING MECHANISMS

This capstone identifies four mechanisms built for making the customer structurally load-bearing in the enterprise success formula.



Step 03.

**OPERATIONALIZE
THIS STARTING
TOMORROW.**

FROST & SULLIVAN



Four Moves. One Outcome.

STRUCTURALLY PREDISPOSED — embedded, not declared.



LEADERSHIP

*Customer risk is enterprise risk,
not brand risk.*



ORGANIZATIONAL

*Knowledge has to be distributed
before structure can be scaled.*



OPERATIONAL

*A metric that doesn't move
something is decoration.*



COMMERCIAL

*The relationship doesn't end at
the transaction.*

PILLAR ONE: LEADERSHIP DNA



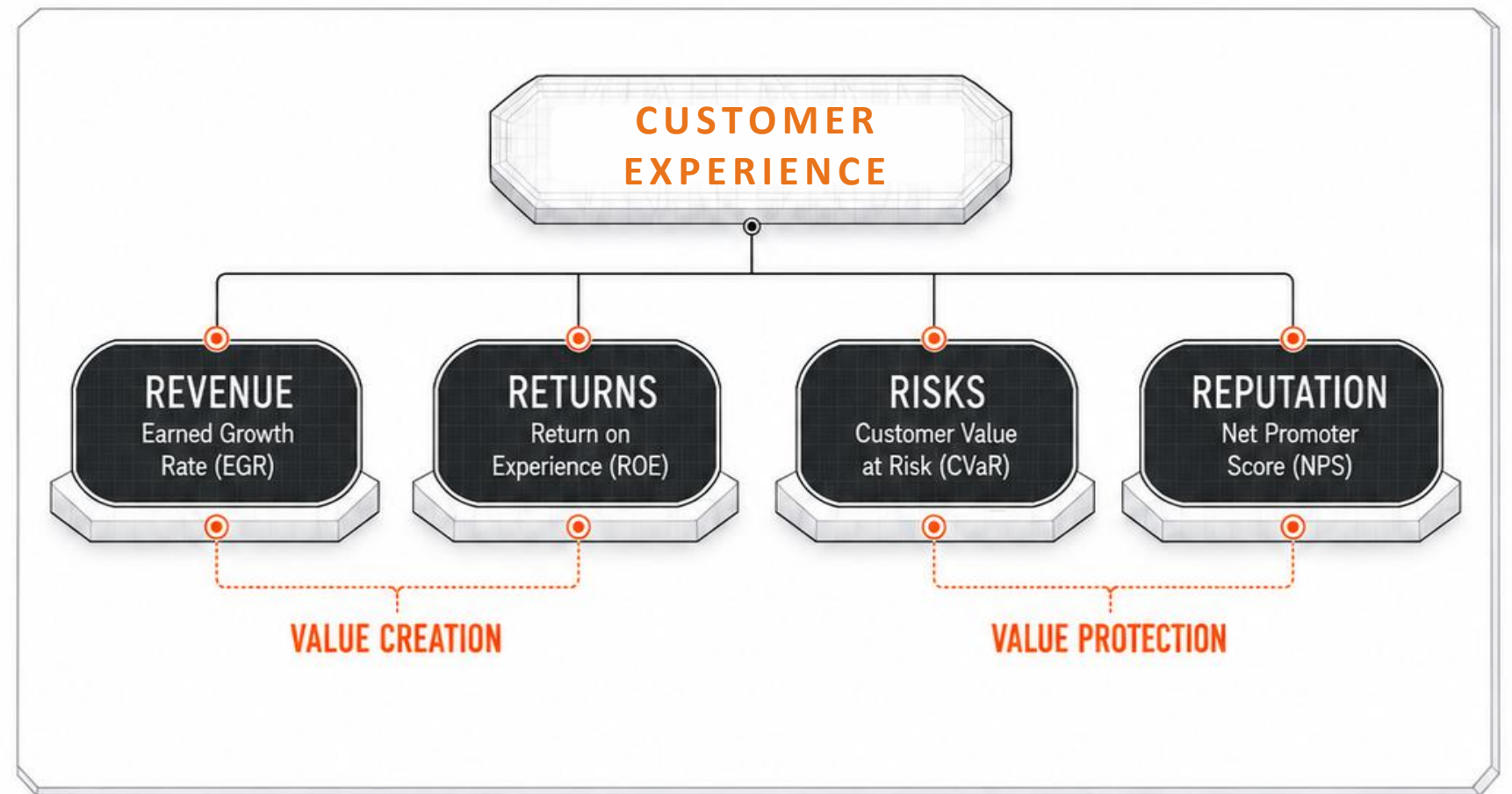
Align With Enterprise Governance.

PRINCIPLE — THE WHY

The Four-Rs are the exact four lenses, boards and operating committees already use to evaluate everything else on their agenda.

The Four-Rs language isn't a hard sell, doesn't ask leadership to care about something new, it's already fluent in the native language.

Adapted from The Customer Excellence Enterprise, LDR Bold Move No. 7



START TOMORROW: IMPLEMENT AN ESCALATION LADDER

- 1 MBRs AND QBRs**
Report the metric inside the business review cycles that already exist, on the agenda leadership can't skip.
- 2 CORPORATE LEVEL**
If the signal breaches a defined threshold or persists past a set number of cycles, it escalates automatically to corporate-level review. No case gets re-argued from zero.
- 3 THE BOARD**
If corporate review can't close it, or exposure crosses a materiality line, it escalates to the Board, ideally a dedicated Experience Committee. Where that's politically out of reach, the Risk Committee's existing mandate already covers this exposure.

PILLAR TWO: ORGANIZATIONAL DNA



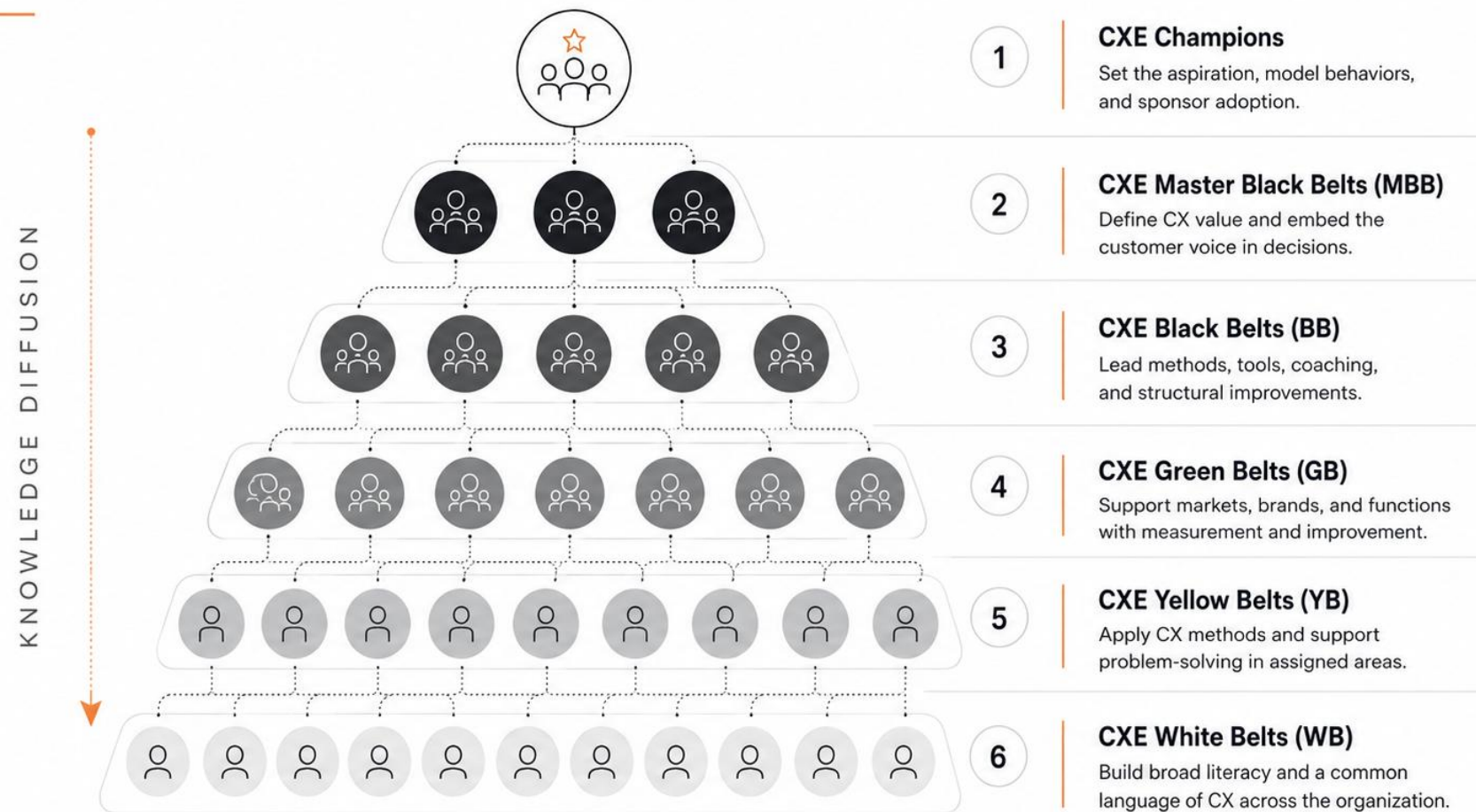
Elevate Enterprise Literacy.

PRINCIPLE — THE WHY

Knowledge has to be distributed, or it doesn't survive the individual leader.

Adapted from Lean and Six Sigma's proven belt architecture for “Quality”, calibrated to “Experience” by role, not applied as a flat mandate.

Adapted from The Customer Excellence Enterprise, ORG Bold Move No. 6.



THE TACTIC: FOCUS ON KNOWLEDGE DIFFUSION

A central capability function defines the literacy standard for each tier, White through Master Black, so a Green Belt means the same thing in oncology and primary care.

That function doesn't stop at publishing the standard. It deploys certified practitioners into business units to diffuse the knowledge directly, coaching context-specific initiatives into existence without letting the definition of fluency drift by geography or brand.

Each business unit operationalizes the knowledge into the initiatives that fit its own context, an oncology brand team's application looks different from primary care's, without compromising the essence of the knowledge.

PILLAR THREE: OPERATIONAL DNA



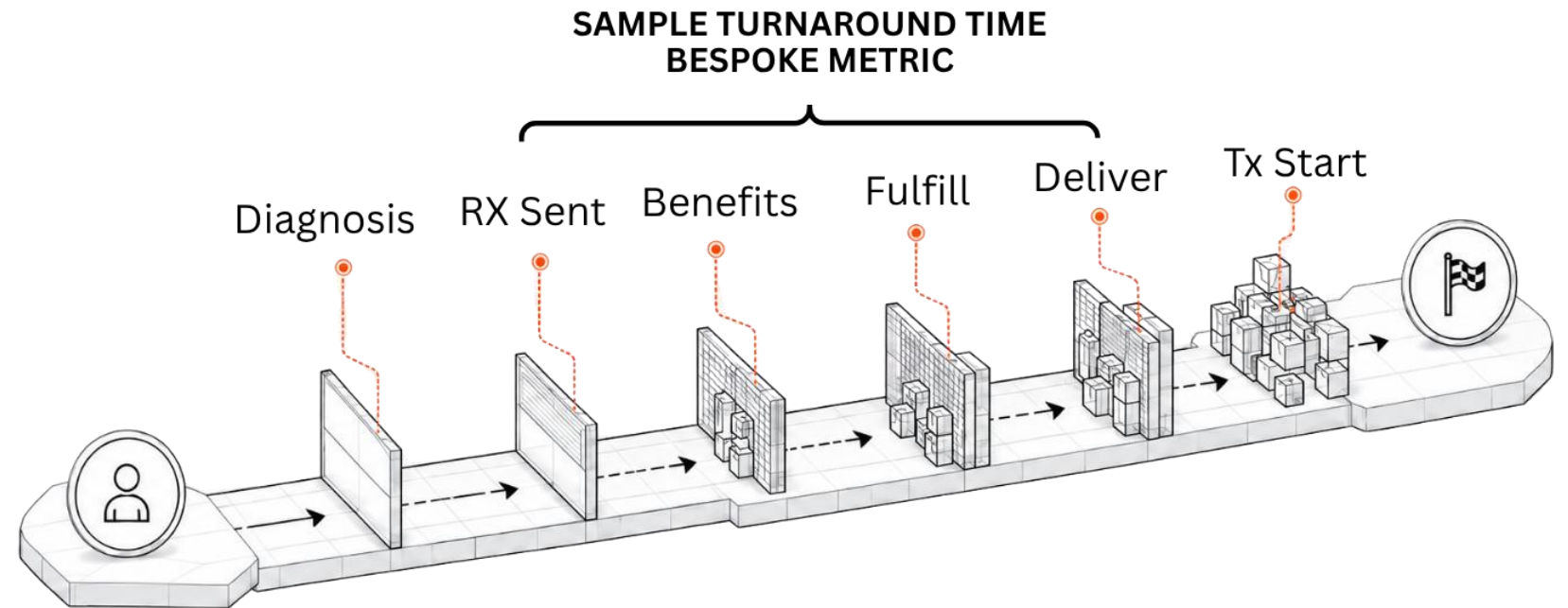
Shift the Unit of Measurement.

PRINCIPLE — THE WHY

A metric that scores how a moment felt is decoration. A metric that predicts whether journey progression succeeds is essential.

The unit of measurement has to predict, mid-journey, whether the outcome is still on track.

Adapted from The Customer Excellence Enterprise, ORG Bold Move No. 6.



THE TACTIC: BUILD BESPOKE METRICS

Claim the number. Take Sample Turnaround Time, a statistic specialty pharmacy operations already owns, and re-point it at the patient journey instead of leaving it as an internal ops metric.

Reframe it. Treat it as a leading indicator of the Path to Fulfill, not a lagging report on how fulfillment went last month.

Wire the trigger. Set an automatic escalation the moment it breaches threshold, catching a stalling fulfillment while there's still time to intervene.

PILLAR FOUR: COMMERCIAL DNA



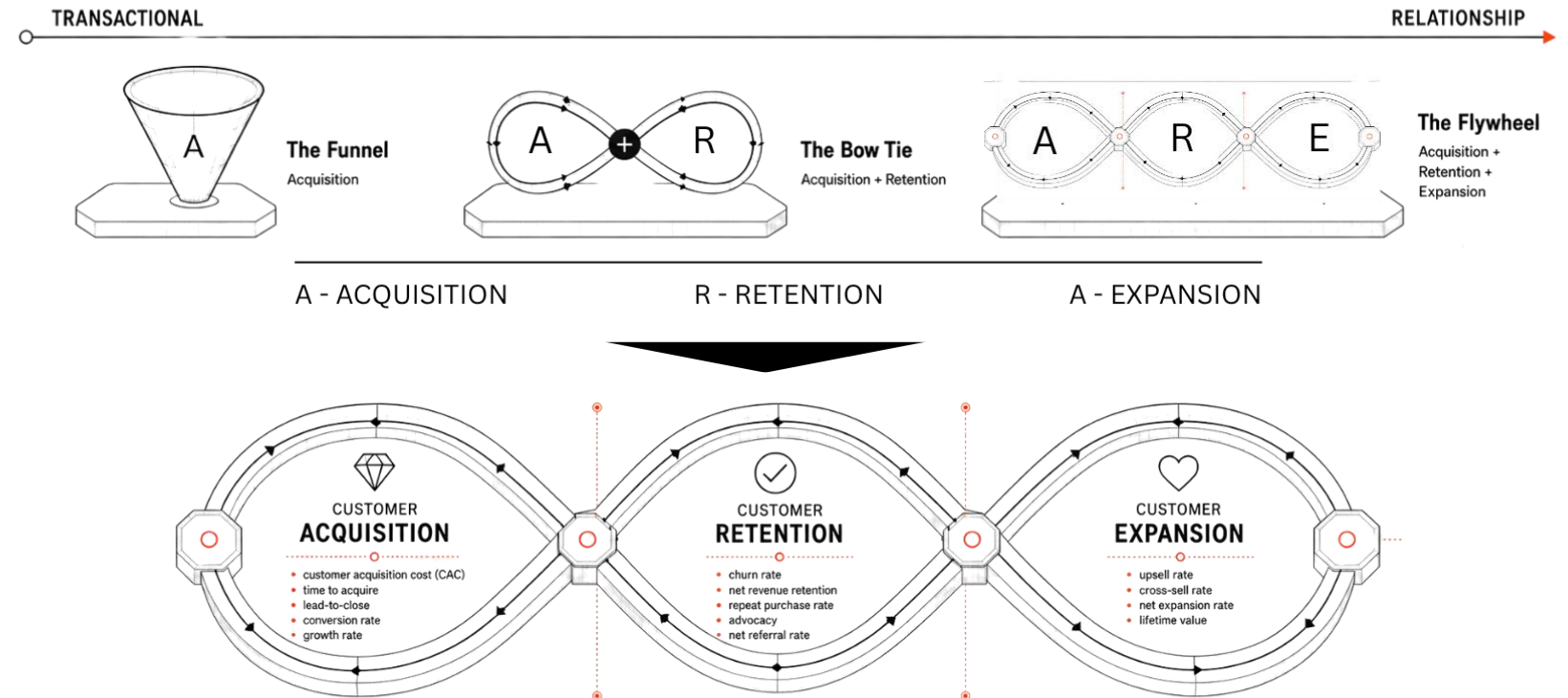
Evolve From Funnel to Flywheel.

PRINCIPLE — THE WHY

The funnel is where the organization lives, but the funnel is optimized for acquisition and structurally blind to everything after it.

Acquisition, retention, and expansion now live in one shared source of truth instead of three disconnected systems.

Adapted from The Customer Excellence Enterprise, COM Bold Move No. 5



THE TACTIC: BUILD BESPOKE METRICS

Make retention and expansion mandatory fields inside the CRM reps already open every morning, not a separate dashboard nobody logs into.

Rebuild the default pipeline view itself, so the number that loads first extends through renewal and expansion, not just new logos.

Tie a portion of quota to those extended stages, so the funnel loses its primacy in the one place that actually moves behavior: how people get paid.

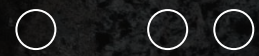
Q+A | CONNECT | THANK YOU!



Wayne Simmons, CCXP®

Advancing Consumer-Grade Pharma | Author,
The Customer Excellence Enterprise (Wiley...





FROM FATIGUE TO FORWARD MOTION: LEADING CX CHANGE THAT STICKS

CAPSTONE

FROST & SULLIVAN

#FrostCX