



A REPORT TO
STAKEHOLDERS
2017



WALKER



Corporate CEOs discuss customer experience strategies with Walker executives during a roundtable discussion hosted by *Chief Executive* magazine.



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A REPORT TO STAKEHOLDERS

We recently had the opportunity to discuss customer experience strategies with 12 CEOs from large, influential companies. The roundtable discussion was organized by *Chief Executive* magazine, and three executives from Walker were invited to provide expert opinion on the topic.

The CEOs spoke with passion about their customers, how they serve them, the ways they anticipate their needs, and what they do to build loyal relationships. They talked about the importance of delivering exceptional customer experiences and how this can set them apart from the competition.

The roundtable confirmed that executives at the highest levels “get it.” They clearly understand the extraordinary impact of customer experience.

The session also confirmed the importance of our work. Our purpose at Walker is to help companies build and maintain a competitive advantage by delivering an exceptional customer experience. In other words, we believe your customers should be your greatest advantage!

Please take a few moments to read about our activities at Walker. And as you do, think about how your customers can be your greatest advantage.

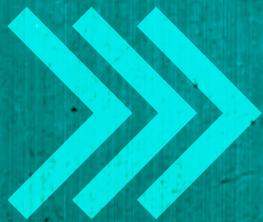
Sincerely,



Steve Walker
Chairman, CEO



Phil Bounsall
President



THE CUSTOMER ADVANTAGE



Establishing a competitive advantage is challenging. Maintaining it? Even more so. Lower your price, and your competitors will likely do the same. Introduce a new product or add a new feature, and the competition is often ready with their latest version.

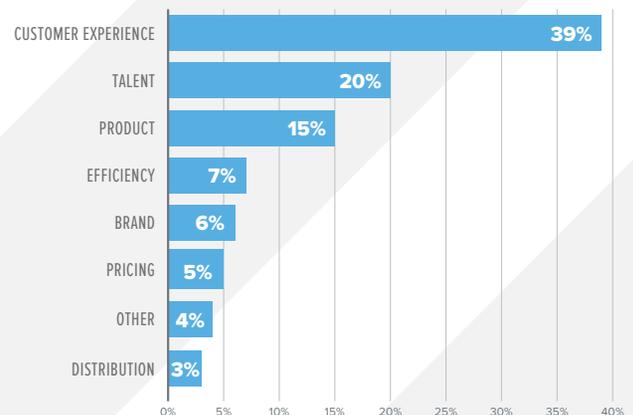
However, when you design and deliver an exceptional experience for your customers it is difficult, and sometimes impossible for others to duplicate. We believe customer experience strategies are the best way to create a sustainable competitive advantage.

We call it the customer advantage.

CEOs AGREE

In 2016 Walker embarked on an ambitious study to understand what CEOs really think of customer experience initiatives. We gathered insights from over 500 CEOs and heard a clear message. Overwhelmingly, they indicated that customer experience is the most effective method for creating a competitive advantage, almost two-to-one over the next closest choice.

What's more, the study revealed that companies that are most effective at leveraging the customer experience to create an advantage also generate the highest growth rates.



When asked about the most effective method for creating a competitive advantage, CEOs cited customer experience as the most common response.

BUILDING A CUSTOMER ADVANTAGE

Unfortunately, developing the customer advantage isn't so easy.

Results from our study revealed just how difficult it can be to implement customer experience strategies that really make a difference. While almost all (97%) customer experience professionals agree their strategies have at least some impact, they also struggle to outdo their competitors. Of those that say their company is effective in leveraging customer experience, they also rate their competitors about the same – only a 2% difference. However, among those customer experience professionals who consider their impact to be substantial, they rate themselves much higher than their competitors – an impressive 45% difference.

This means companies seeking the customer advantage can't be merely average or good in their execution of customer experience strategies. While they may see some benefits, they are likely just keeping pace with their competition. However, those that really excel at delivering an exceptional experience are the ones that can enjoy a sustainable competitive advantage.

THE CX DIVIDEND™



THE CX DIVIDEND™

Today's CEOs know and understand that innovation and talent are key to delivering the things that matter most to customers. In fact, companies that place customer-centric innovation and a customer-focused workforce among their highest priorities can solidly position themselves on the winning side of competitive advantage. It's the result we call The CX Dividend. Companies that gain the advantage by focusing on the customer achieve the business outcomes necessary to reinvest in those things – innovation and people – that allow them to leverage that advantage well into the future.



ACTIVE LEADERSHIP IN CUSTOMER EXPERIENCE

The study also emphasized the need for active leadership. And we see considerable opportunity for customer experience professionals and CEOs to team up for greater success. To make this happen, both must understand each other's perspective and support each other's goals.

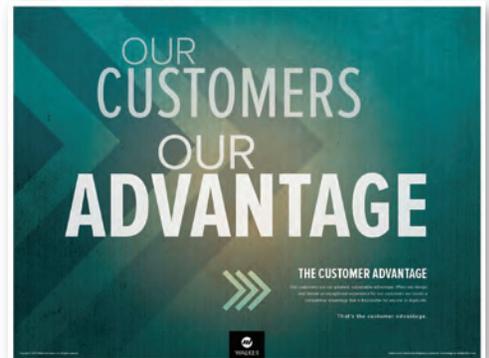
Customer experience professionals need to recognize the “big-picture” view of the CEO and align customer initiatives to business outcomes. What's more, they must be instrumental in building an engaged workforce and developing innovative, distinctive experiences for customers.

CEO's must eliminate barriers CX professionals often face by granting appropriate authority, ensuring access to necessary information, and authorizing the right resources to get the job done.

POISED TO HELP AND POSITIONED TO LEAD

Over many years we have built a high-impact consulting firm with the industry's top consultants, data analysts, technology specialists, and project managers. No company is better equipped to develop and deliver the customer advantage. And no company is more passionate about seeing its clients succeed.

POSTER AVAILABLE



Make a statement – hang this up to remind colleagues that your customers are your greatest advantage. Order complimentary copies of this 18 X 24 inch poster at walkerinfo.com/ouradvantage.



WALKER UPDATE



WALKER HELPS COMPANIES BUILD AND MAINTAIN A COMPETITIVE ADVANTAGE BY DELIVERING AN EXCEPTIONAL CUSTOMER EXPERIENCE. BELOW IS A BRIEF UPDATE OF CURRENT ACTIVITIES AND A GLIMPSE AT WHAT'S AHEAD FOR OUR COMPANY.

B-TO-B SPECIALISTS

Walker specializes in delivering results for today's highly complex business-to-business organizations. Consistent with this focus, we hosted our annual B-to-B CX Summit in Denver, featuring top-notch speakers, informative workshops, and valuable networking opportunities for CX leaders. Our 2017 event is scheduled for September 26-28 in San Antonio.



Walker hosts the only customer experience conference designed specifically for B-to-B companies.

THE INDUSTRY'S TOP CONSULTANTS

Walker continues to offer the finest consultants in the industry with far more experience than any other company. In fact, our senior consultants average more than 20 years of experience. This is just one reason Walker was recognized by The Temkin Group for the fourth consecutive year for the industry's Vendor Excellence Award. Walker is the only company to be recognized all four years that the award has been in existence. What's more, 19 Walker associates have met the requirements to be certified by the Customer Experience Professionals Association (CXPA) – more than any other company.



Walker is actively involved in industry associations supporting customer experience initiatives.

DEVELOPING INNOVATIVE SOLUTIONS

Walker continues to deliver an unmatched range of solutions with cutting-edge technology and advanced analytics that are seamlessly integrated with whatever systems our clients have in place. In the past year, we launched TrendAlert™ and ProactiveAlert™ – two signature solutions to identify important customer trends and allow companies to proactively address customer issues. These new solutions are part of an evolving collection of tools we use help clients provide an unmatched customer experience and to drive their business performance. In 2017, Walker will launch new assessment tools and CX frameworks to help companies assess their customer experience maturity, identify areas for improvement, and reveal potential breakthrough opportunities.



Walker continues to expand its range of solutions with the release of TrendAlert and ProactiveAlert.

WORKING WITH MARKET LEADERS

Walker continues to work with an impressive list of clients in a wide range of industries – Sysco Foods, Dell Technologies, Johnson Controls, Ingersoll Rand, NCR, and Avaya to name just a few. While our client base is diverse, there is a common thread – these companies are dedicated to establishing a competitive advantage by delivering a better experience to their customers. With the majority of our clients enjoying a position of leadership in their respective markets, it's a strategy that works.

FOCUSING ON RESULTS

We are keenly focused on the business impact we deliver for each of our clients. We invest the time to understand our clients' businesses and collaborate with customer experience leaders to establish and track important success metrics. We also track the collective success of our clients through the Walker Index, a stock index based on the portfolio of Walker's publicly traded clients. Since its base year of 1994, the Walker Index has outperformed the broader markets by a multiple of more than six to one. Why? The customer advantage.



Walker clients outperform the broader markets by more than six to one.



Walker recently broke ground on an impressive new headquarters on the north side of Indianapolis.

SERVING OUR COMMUNITY

Walker continues to provide leadership to countless organizations throughout Indianapolis, Indiana and surrounding communities. An amazing 97% of our associates contributed to our local United Way annual campaign and we exceeded all of our previous records for dollars contributed, a statistic that is unmatched by any company our size.

Being an active leader in our community will always be a core value at Walker. However, in late 2017 we provide that leadership from a new location. Walker recently broke ground on a new, state-of-the-art headquarters on the north side of Indianapolis. Our new offices will help attract and retain top talent, as we deliver an evolving range of services to current and new clients.



WALKER RESOURCES

WALKER B-TO-B CX SUMMIT

Walker produces the industry's only conference focused on the latest and best customer experience strategies for B-to-B companies. The 2017 summit will be held September 26-28 in San Antonio, Texas, and will feature powerful keynote presentations, engaging workshops, and valuable networking, all aimed improving the way companies deliver customer experiences that drive business success. Learn more at walkercxsummit.com.

WALKER WEBCASTS

We produce a popular series of monthly 30-minute webcasts on a variety of customer experience topics. Each webcast is hosted by Walker's thought leaders. Learn more at walkerinfo.com/knowledge-center/webcasts.asp.

KEYNOTE PRESENTATIONS

Walker's thought leaders deliver excellent keynote presentations on a wide range of customer experience topics. Consider bringing a Walker executive to your next big event. To learn more, send a note to solutions@walkerinfo.com

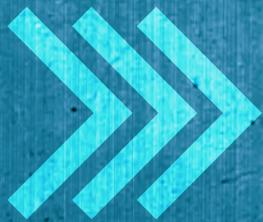
CUSTOM WORKSHOPS

Walker conducts dozens of workshops for leading companies. Whether you're considering a session of two hours or two days, consider hiring the experts at Walker to help plan and execute your next customer experience workshop. Contact solutions@walkerinfo.com to learn more.

WALKER KNOWLEDGE CENTER

Walker's Knowledge Center is an outstanding resource for customer experience leaders. You have access to informative webcasts, thought-provoking white papers, powerful case studies, eBooks, and more. Learn more at walkerinfo.com/knowledge-center.





WALKER LEADERSHIP



WALKER'S TEAM OF CUSTOMER STRATEGISTS OFFERS EXPERIENCE THAT'S UNMATCHED IN THE INDUSTRY. EQUALLY IMPORTANT ARE OUR ASSOCIATES WHO SUPPORT BUSINESS OPERATIONS, DEVELOP TECHNOLOGY TOOLS, AND ASSURE THE PRECISION OF OUR WORK FOR CLIENTS. BELOW ARE THE LEADERS THAT SERVE OUR CLIENTS AND MAKE OUR BUSINESS WORK SO EFFECTIVELY FOR OUR STAKEHOLDERS.

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Chief Operating Officer

DIANE SKIRVIN
Vice President,
Consulting Services

STEVE WALKER*
Chairman and Chief Executive Officer

CHRIS WOOLARD
Vice President,
Business Development

* Denotes Principal



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