

Talking points for 9/8/20 RADIX event *Appealing to Higher Values* for Dr. Lynn Phillips' session.

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Customer experience (CX) engineering as the new-game competitive advantage: How and why in 21st century rivalry companies are increasingly integrating social missions into their brand value propositions.

1. Powerful forces have converged to forge a *new-game* competitive landscape in which the historical dominant logic for value creation for customers, shareholders and even society at large is changing.
2. These forces include generational changes in customer values, rampant globalization, environmental shifts etc., but most crucial is digitization, a tech transformation altering the economics in every sector.
3. CX engineering advances that are flowing from a tsunami of digital technologies and business models have the proven potential to overturn incumbents and reshape markets faster than any force in history.
4. Examples of CX engineering breakthroughs based upon digital technologies and business models that have overthrown dominant incumbents are hardly idiosyncratic—they're global, legion and cross-sector.
5. The life cycle of industry leaders has shortened and old-game predictors of competitive advantage—e.g., size, scale, product-range, brand equity, geo-footprint, resources, incumbency—no longer apply.
6. Companies embracing a CX engineering approach to CVPs significantly outperformed the S&P 500. Brands scoring high on emotional-social mission elements outperform those with functional-only CVPs.
7. Social missions transcend core ESG values like sustainability and are increasingly integrated into CVPs as *new-game* branding shifts from trying to sell something to standing for causes customers care about.
8. Companies and brands are transitioning faster through Simon's stages of being a responsible corporate citizens, moving from *defensive* or *compliance* tactics to seeing CX as a *strategic* competitive advantage.
9. Most companies and brands I work with are making this transition; their challenges center on how to measure and monitor the impact of their social mission and influence policy to gain further advantage.
10. RADIX should reflect how these trends impact its agenda, e.g., encourage innovation by companies to integrate social mission CXs into their CVPs to enhance competitiveness and generate social impact.