

Global Customer Experience

FY26 Walking Deck

Customer Experience & Success

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- Customer Activation
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GCX

Global Customer
Experience

GCX team and Principles

Microsoft Customer Experience Vision

Deliver easy, personalized experiences for every customer, every time

Global Customer Experience Leadership Team



Nicole McKinley
GM, Global Customer Experience

Executive Office



Becky Reichenberger (Baker)
Exec Business Admin



Shireen Asous
Chief of Staff

Leadership Team



Zehra Syeda-Sarwat
CX Strategy



Tom Mowat
CX Analytics



Zoe Dowling
CX Insights



Jim Travis
CX Data Operations



Naomi Harker
Strategic Programs



Mike Friday
Engagement



Elizabeth Machado
Enablement



To be hired
Measurement & Governance

GCX Leadership Team & Functions



Nicole McKinley
GM, Global Customer Experience



Becky Reichenberger
Exec Business Admin

Leader and Function	 Zehra Syeda-Sarwat CX Strategy	 To be hired Measurement & Governance	 Jim Travis CX Data & Operations	 Tom Mowat CX Analytics	 Zoe Dowling CX Insights	 Naomi Harker Strategic Programs	 Mike Friday Engagement	 Elizabeth Machado Enablement	 Shireen Asous Chief of Staff Office
Function Purpose	Ignite Microsoft's CX vision, co-create and implement Winning in CX strategy, driving alignment on high impact cross company strategic opportunities, to achieve measurable CX outcomes.	Establish an AI-first CX measurement and insights strategy, measurement framework, standards and governance across Microsoft.	Launch new and improved instruments, drive innovation in sampling and customer feedback technologies, advance qualitative research and AI capabilities.	Use best-in-class methods to extract value from data by leveraging advanced statistical modeling, natural language processing, and AI-enhanced analytics.	Create and enhance repeatable insights products (CX Vitals) tailored to key audiences, develop ad-hoc insights products, and implement an AI-first expansion and scale plan.	Drive cross-organizational prioritized experience program execution to deliver measurable impact and reduce risk, time, and effort.	Drive CX Vitals adoption/usage across Region/Segment/Solution Area leadership through CX Excellence and drive executive sponsored CX improvements for highest impact opportunities	Amplify CX impact internally and externally, activating MSFT leaders and customers to share CX success stories and value.	Represent and empower GCX and prioritized customers to succeed in individual, team, and business objectives, and grow through learning, development, comms, and culture.
FY26 Key Changes	- Shift focus to 'big rocks' in Winning in CX strategy - Reprioritize proposals - Transition work in 'steady state'	- Net new function; hire leader - Establish measurement standards and governance approach - Develop AI strategy	- Integrate new CX, business, and behavioral data sources - Enhance analytical data environments - Enhance CTL capabilities - AI first plan	- Enhance analytical modeling methods - New analytical capabilities aligned to key business objectives	- Build team - Create AI-first expansion and scale plan - Partner with GCX teams to support region, segment, and global CX Vital reviews	- Increase resource agility via org redesign - Operating model as a program - Combine QEI / CPM into single program - Expand portfolio mgmt to all GCX	Expand to provide deeper focus on Commercial Solution Areas and Post Commit experiences	- Internal amplification function - Hire 2 headcount - Accountability for CX Transformation story /content	- Customer engagement aligned to CE&S blueprint; hire lead - Support executive sponsored engagements

What each GCX function delivers



Nicole McKinley
GM, Global Customer Experience



Becky Reichenberger
Exec Business Admin



**Leader
and
Function**



Delivers



**Zehra
Syeda-Sarwat**
CX Strategy

- Global CX Strategy including Foundations for Winning in CX paper
- CX Advisory Board and Center of Excellence
- Strategy proposals for large scale initiatives



To be hired
Measurement & Governance

- CX Measurement Framework & Governance



Jim Travis
CX Data & Operations

- CX Listening Instruments
- Close the Loop Capabilities, including IRO and Top Marks
- Sampling
- Qualitative research capabilities
- Agentic AI to streamline operations, personalize feedback loops,
- GCX listening platform



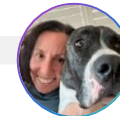
Tom Mowat
CX Analytics

- Analytical modeling and capabilities aligned to business objectives e.g. churn modeling, customer inflection points
- Methodology reviews/ thought leadership for research instrumentation



Zoe Dowling
CX Insights

- CX Vitals for region, segment, and global reviews
- Insights product portfolio (automated, self-serve, custom)



Naomi Harker
Strategic Programs

- High quality, on-time outcomes across prioritized programs & program strategy
- CX Role Accountability, Awards, and Recognition
- CTL/IRO Program Management
- QEI & CPM CX Measurement, Excellence and Field Landing
- CX Vitals Integration & Scale
- End of Support Experience
- GCX portfolio management & operating model



Mike Friday
Engagement

- CX Excellence for field and delivery teams
- CX Champion community leadership
- Business knowledge / insights



**Elizabeth
Machado**
Enablement

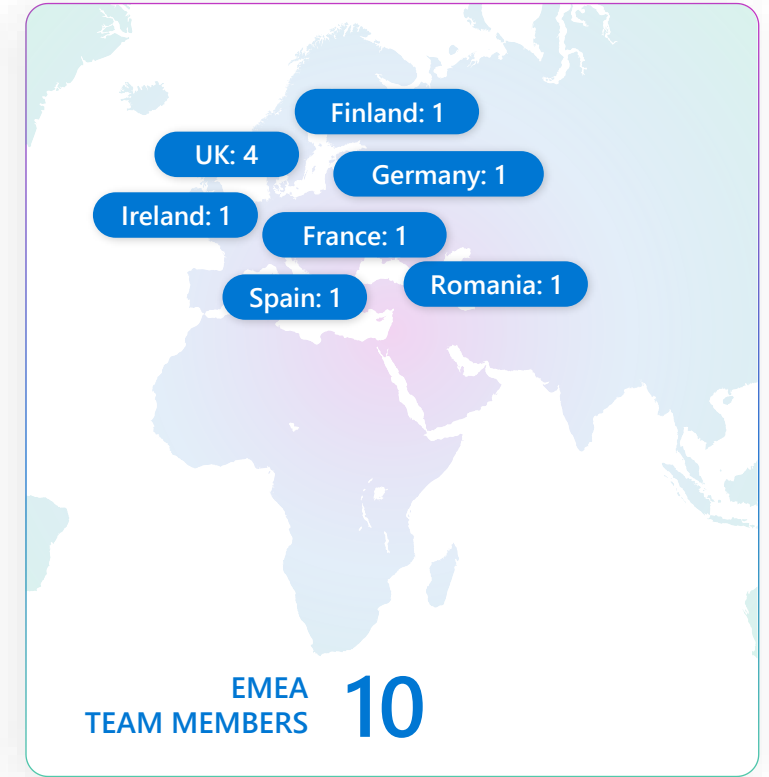
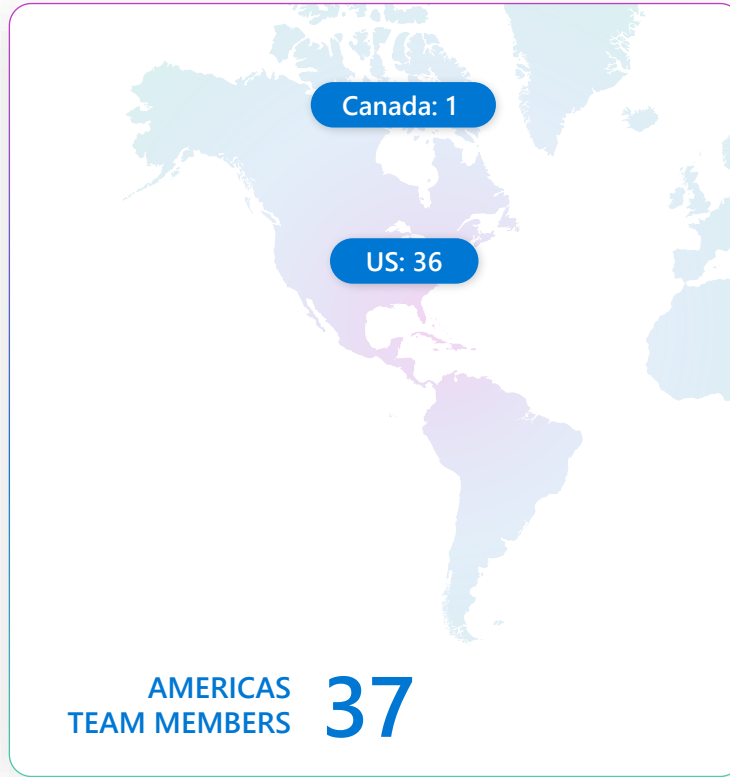
- Internal Amplification, including CX messaging framework, CX Vitals comm plan
- External Amplification, including, CX Transformation Story, Simply CX Podcast, Thought leadership blog, LI Social media
- Customer Scale Engagements at Flagship Event Customer Forums, EBCs, etc.



Shireen Asous
Chief of Staff Office

- GCX learning & development
- GCX & CE&S XLT audience comms
- GCX employee experience & culture activation
- Executive customer engagement
- GCX business operations (includes planning, ROB, MBR, budget management, etc.)
- GCX leadership enablement

GCX Team Map



50
Team Members

9
People Managers

8
Disciplines

11
Countries Represented

*See appendix for populations by country

Team Principles & Commitments

Global Customer Experience

Unique principles to GCX, building upon Microsoft foundation, guiding the actions we take and the value we deliver

We believe (Principles)

So we will... (Commitments)

We are customer champions & experience experts

- Keep the **customer at the center** of all that we do, the decisions & the recommendations we make
- **Deeply understand and lead with CX Vitals** (CX data, insights, recommendations)
- Align CX measures with business outcomes
- Seek every opportunity to **create meaningful value for customers** because of our leadership

We operate as one GCX team, with one voice

- Foster a **psychologically safe** environment, provide direct and honest feedback regularly
- Be **accountable** to one another, our team members, our stakeholders
- Be **collaborative, transparent, and proactive**
- Be **boundaryless** in how we work with one another and others outside our team
- **Operate with excellence**

We are relentless simplifiers

- Make it **easy** for one another, our team members, our **stakeholder** to **achieve outcomes**
- Seek ways to **continuously simplify** how we work & what we deliver
- Focus on the **critical few** priorities
- **Problem solve** vs. problem point



Our Values & Culture

Drive Microsoft Culture Attributes

Customer Obsessed | Diverse & Inclusive |
One Microsoft | Growth Mindset | Making a Difference

Deliver Microsoft's Manager Expectations

Model | Coach | Care

Embody Microsoft Values

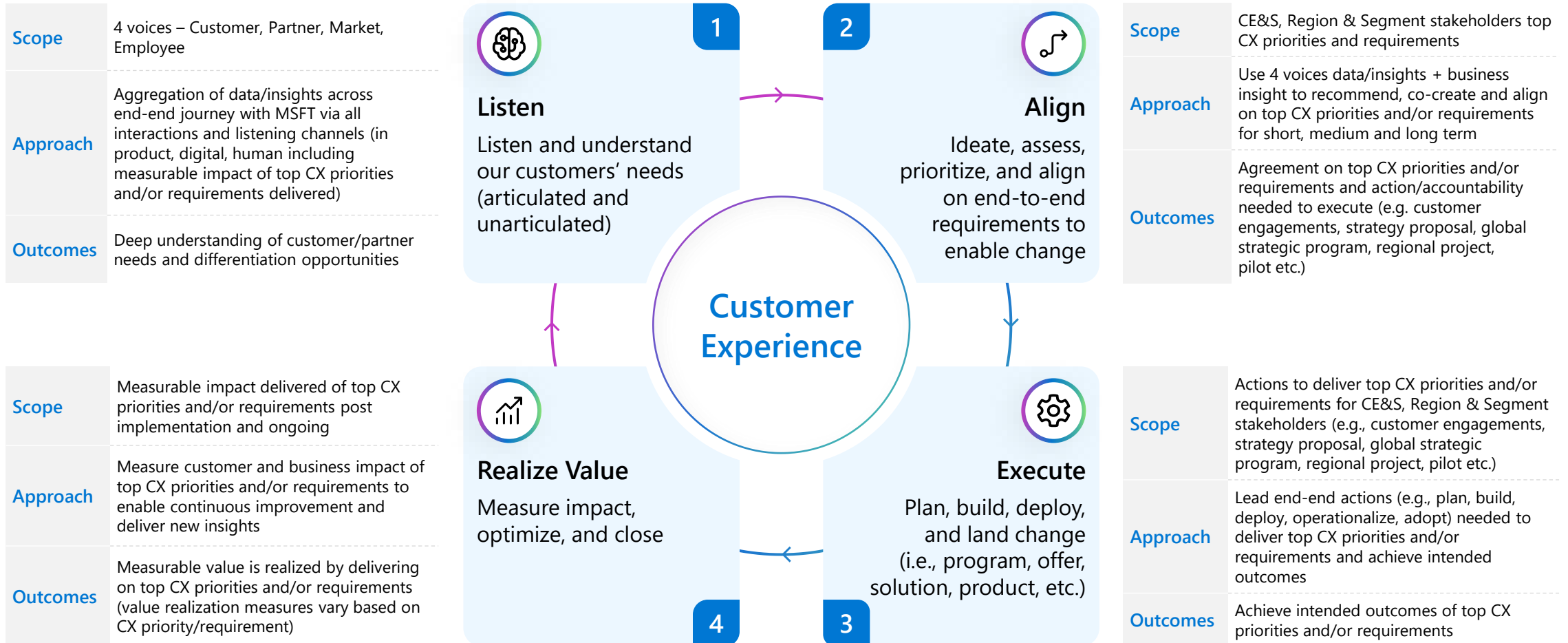
Respect | Integrity | Accountability

Exemplify Microsoft Leadership Principles

Create Clarity | Generate Energy | Deliver Success

OneGCX Approach

Delivering differentiated Customer & Partner experiences together



Mission & FY26 Priorities

CE&S mission and strategic objectives



Mission

Empower customers to accelerate business value through differentiated customer experiences that leverage Microsoft's products and services, ignited by our **people and culture**

Strategic objectives



Accelerate customer outcomes through the Microsoft Cloud



Shape markets with early AI adoption and scale value via industry growth strategies



Differentiate through world class Customer Experience



Drive delivery and operational excellence through AI



Unleash our talent to unlock customer value



Build trust through product excellence

Differentiated Experience

Winning in Experience

Customer Engagement | Operations



Customer Outcomes

Foundational Trust

Winning in Foundations

Product | Platforms | Solutions



Customer Empathy

Winning in Expertise

People | Internal + Partners



AI-first Services business | Revolutionize operations and delivery excellence

Winning in experience

FY26 Global Customer Experience priorities

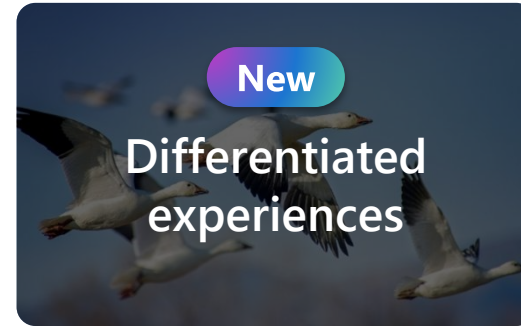
Deliver easy, personalized experiences for every customer, every time.



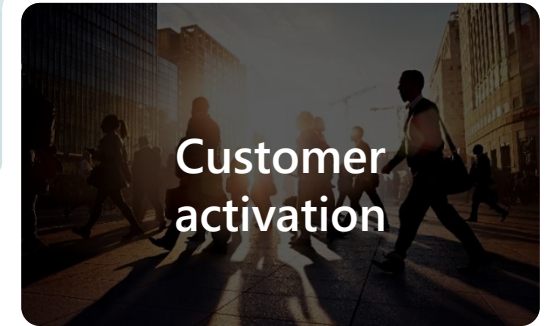
Deliver new, consolidated, industry-leading CX measurement & insights solutions equipping MSFT to be the leader in CX



Grow CX accountability and accelerate impact at scale across the Microsoft ecosystem



Deliver easy, personalized experiences for prioritized journeys



Inspire customers to accelerate growth and advance Microsoft as the customer experience leader across industries

Our people

Foster an aspirational culture that empowers GCX to deliver differentiated customer and partner experiences

FY26 GCX Strategic Priorities & Initiatives

Customer Experience

How we win in experience to enable our vision of delivering easy, personalized experiences for every customer, every time.

Insights Innovation



EXPAND CX Vitals: CX data/insights to drive accountability and measurement beyond field teams, increased focus on Solution Areas, Industries, ISD



EXPAND Improved Listening Instruments powered by AI:

- **ENHANCE** Partner Experience Pulse
- **NEW** Journey Based Instrument
- **ENHANCE** Executive Listening Program
- **ENHANCE** Proactive Engagement Survey
- **ENHANCE** CX Pulse with increased depth on:
 - Quality Excellence Initiative
 - Crisis Prevention & Management
 - AI
- **NEW** CX Communities and Panels
- **ENHANCE** Unified Relationship Survey
- **ENHANCE** External CX Benchmark



EXPAND CX Measurement Framework & Measurement Standards: Establish CX metrics, targets & measurement standards across MSFT

Integration & Scale



EXPAND CX Vitals Scale: CX data/insights integrated into team workspaces, business processes and operating rhythms to increase actionability and value



EXPAND CX Excellence: CX Vitals driving rapid experience and solution improvements (with Region/LOB/Delivery teams, WoW)



EXPAND Contactability & Close the Loop (CTL): Increase speed & response rates across RoTH; Recognizing/Rewarding Top Marks



EXPAND CX Awards & Recognition: Reward, recognize, compensate CSA, CSS (IM & SM), SME&C, and ISD employees for delivering exceptional CX



NEW Internal Amplification: Inspire and activate employees around our CX impact

Customer Activation



EXPAND Customer Engagements at Scale: Expand/mature prioritized customer engagements and integrate into CX Vitals

Our People



EXPAND Employee Experience & Culture



EXPAND Learning & Development



EXPAND AI Adoption



NEW Portfolio Mgmt & Operating Model

Differentiated Experiences



ENHANCE QEI: Field landing across ATU/STU/CSU and CX measurement and insights landing (CX Excellence)



ENHANCE Crisis Prevention and Mgmt: Increase customers confidence in cloud by ensuring Microsoft's delivery before, during, and after a high impact service incident meets S500 & Unified customer expectations



INTEGRATE End of Support: End of Life visibility, notification, and activation for customers, partners and field proactively enabled to migrate/upgrade customers to supported products in advance of end of life

Strategy & Key Results

Insights Innovation

CX Vitals: Actionable CX data and insights

Multiple CX data sources/listening instruments

CX Pulse/
PX Pulse

CX Benchmark

Executive
Listening Program

Unified Relationship
Survey

Round table
discussions

Proactive
Delivery Survey

Ad Hoc
Research

MCEM/
Journey insights

E+D Sensei/
Ask Ideas

Lead Experience KPIs



Overall
satisfaction



Account team
satisfaction



Relationship
momentum



Competitive
satisfaction

Business operations/Behavior data

Market
Share

VSU & SLT
CBO Summaries

Pipeline, Revenue, Deal size,
Renewals, Churn

Consumption/Usage:
ACR, MAU, # seats, J1/J2, M1/M2

Support: Offerings,
CritSits, Outages, TTR

MCEM/
Journey stage



Business insights

Pipeline viewed by
competitive satisfaction

Relationship momentum by
account team tenure and level

Overall satisfaction by
proximity/engagement
frequency to delivery teams

Enabled by CX Excellence

Scaling Engines Today

Field & Delivery Leadership

- CX Vitals Reviews & [Dashboard](#)
- CSU Leader Dashboard

Individual Account Teams

- Sales Copilot/Sales Agent
- Customer 360 in MSX
- [CustomerHub](#)

ATU Managers

- MSXi Reports
- [SMC-C Selling Success Leader](#)

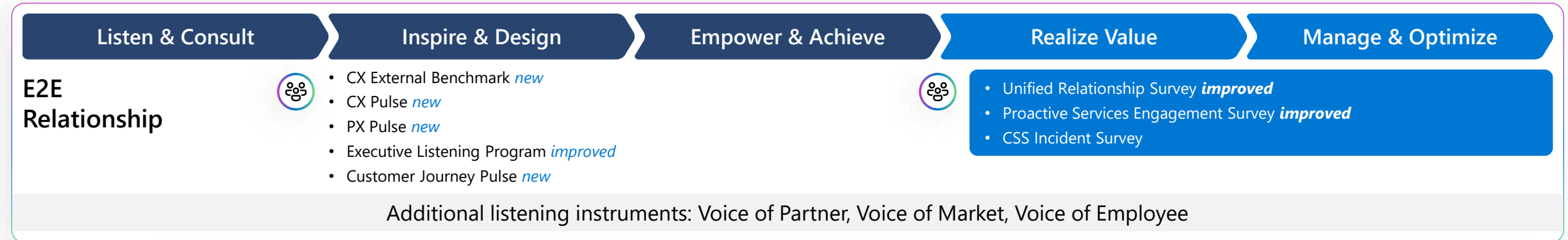
CX Champions/SE&O

- [CX Vitals Dashboard](#)
- MSXi Reports
- [SMC-C Selling Success Leader](#)

Scaling Engines Future

- CX Vitals for any Org (MCAPS, Engineering, MBO, ...)
- CX Vitals for any audience/ role (Regional President, GTM lead, Area lead, IC)
- Enabling decision making/ actions that drive improved CX & MSFT business value
- With dynamic delivery via users preferred interface (AI Agent, MSXi Report, ...)

CX Listening Instruments



Instrument	CX External Benchmark	CX Pulse	PX Pulse	Executive Listening Program	Customer Journey	Unified Relationship	Proactive Services Engagement	CSS Incident Survey
Description	Third-party benchmark	Assesses MSFT vs. competitors	Relationship survey w/ optional modules	Voice of executives via 30 min interviews	Experience after key engagement points	Unified experience triggered in months 4 and 9 of contract	Experience with proactive engagements	Experience with CSS after a reactive support incident
Core Experience Metrics	Absolute Satisfaction Competitive Satisfaction	Absolute Satisfaction Competitive Satisfaction	Absolute Satisfaction Competitive Satisfaction	Overall Satisfaction Competitive Satisfaction	Moments that Matter Satisfaction	Absolute Satisfaction	Absolute Satisfaction Customer Effort Exceeds Expectations	Absolute Satisfaction Customer Effort
Focus Areas	Customer Perception	Customer, Solution /Competitor Experience, QEI, CPM	Partner, Solution and Competitor Experience	Solution Optimization, Crisis, EODB and Unified	Multiple triggers across MCEM engagement	Unified Experience	Proactive Services Experience	Reactive Support Experience
Audience	All Commercial (No Public Sector)	Enterprise, SMC/B	Partner, inclusive of CSP, Reseller, ISV, GSI, Digital Natives	S500, Enterprise, Partner	Initially Managed Accounts	Unified Customers: All Segments	Unified Customers with Proactive engagement	All customers who have a reactive engagement
Frequency	Quarterly updates with annual insights	Monthly	Monthly	Always On	Always On (triggered by events)	Weekly (all eligible contacts per contract cycle)	Always On (post engagement)	Always On (post incident)

Integration & Scale

Every employee is empowered, equipped, and accountable
for delivering exceptional customer experience

FY25

- Account Executive (AE)
- Customer Success Account Manager (CSAM)
- Account Technology Strategist (ATS)
- Industry Advisor

FY26

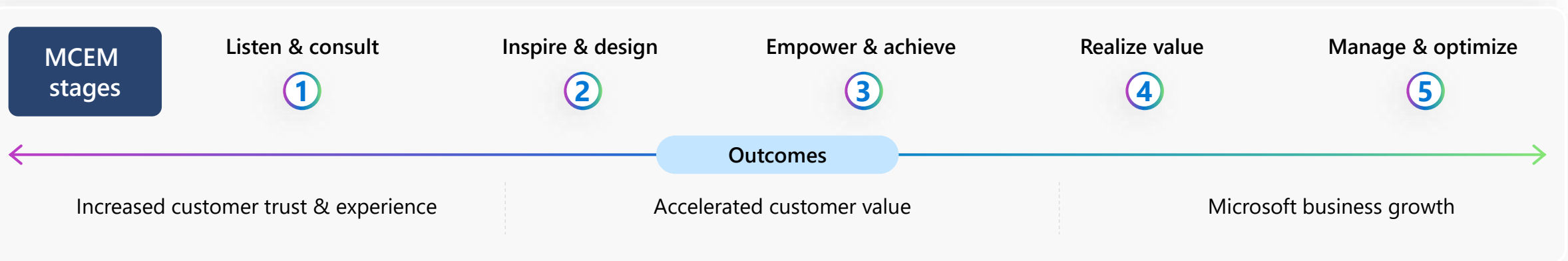
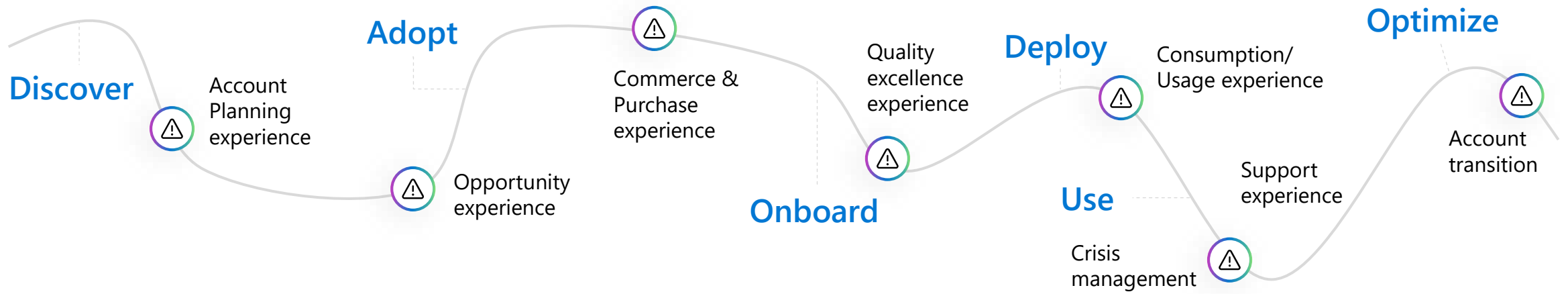
- Cloud Solution Architect (CSA)
- CSS: Incident Manager (IM), Service Manager (SM)
- SME&C: Digital Account Executive (DAE), Sales Solution Specialist (SSP), Digital Solution Engineer (DSE), Digital Cloud Solution Architect (DCSA), Digital Sales Specialist (DSS)
- ISD roles TBD

CX Awards



Differentiated Experiences

Delivering easy, personalized experiences for prioritized journeys.



Customer Activation

Inspire customers to accelerate growth and advance Microsoft as the customer experience leader across industries



CX external amplification

Activate MSFT, customer and partner voices to amplify CX innovation, success stories, and customer impact



CX customer engagement at scale

Deliver CX thought leadership and grow customer trust through customer engagements, EBC's and flagship events

Let's write
the headline
together



GCX Resources



[Global Customer Experience](#)



[CX Vitals](#)



[Foundations for Winning in CX](#)



[GCXMI Instruments](#)



[Drive Success through Differentiated Customer Experiences](#)



[GCXMI Latest Research](#)



[Customer Experience \(CX\) Excellence](#)



[GCX Master Class Library](#)

Thank you

Built for CX

Every employee is empowered, equipped, and accountable for delivering exceptional customer experience

CX Vision

Deliver easy, personalized experiences for every customer, every time

CX Principles

One team behavior
Deliver business value
Deliver differentiated experiences

Key CX Behaviors

Customer curiosity
Trust and transparency
One team
Relationship transformation

CX Actions

Act on customer feedback via role specific accountabilities:

- Immediate Response Opportunity (IRO)
- Crisis Readiness

CX Incentive

CX integrated in core priorities with defined customer focused behaviors and measures of success integrated into Connect process

CX Awards



CX Vitals: Actionable CX data and insights

