

How to use this deck

This deck is intended for use with **INTERNAL** audiences only. Slides that are approved for use with an **EXTERNAL** audience are indicated in the notes section.

The slides and talking points are designed to help you tell our Global Customer Experience story. It is designed and articulate the value that GCX provides to our customers and to Microsoft.

To keep our employees informed in a consistent way, we ask that you do not alter the core messaging. Presenters should feel free to eliminate any slides.

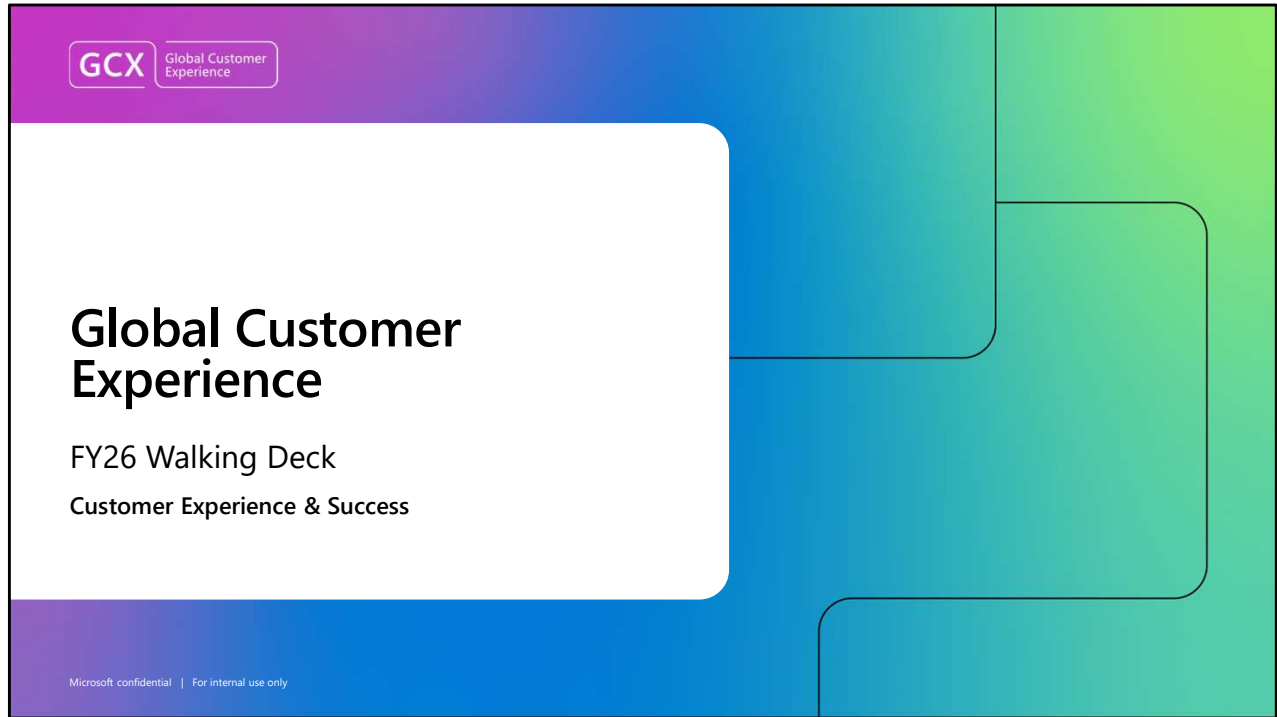
To help bring the story to life for your team, you are welcome to add how this plan will be relevant to you and your stakeholders.

This deck will be updated regularly as new information is available, so check back often for the latest version.

Questions? Feedback? Please contact shasous@microsoft.com

Last Update: July 2025

© Microsoft Corporation. All rights reserved. Microsoft, Windows, and other product names are or may be registered trademarks and/or trademarks in the U.S. and/or other countries. The information herein is for informational purposes only and represents the current view of Microsoft Corporation as of the date of this presentation. Because Microsoft must respond to changing market conditions, it should not be interpreted to be a commitment on the part of Microsoft, and Microsoft cannot guarantee the accuracy of any information provided after the date of this presentation. MICROSOFT MAKES NO WARRANTIES, EXPRESS, IMPLIED OR STATUTORY, AS TO THE INFORMATION IN THIS PRESENTATION.



Slides from [FY26 CE&S MCAPS Start Presentation.pptx](#)

See also: [FY26-CES-Walking-Deck.pptx](#)

Contents

Microsoft confidential | For internal use only

GCX team and principles

- Microsoft Customer Experience Vision
- Global Customer Experience Leadership Team
- GCX Leadership Team & Functions
- GCX Leadership Team Success Measures & Delivery
- GCX Team Map
- Team Principles & Commitments
- OneGCX Approach

Mission & FY26 Priorities

- CE&S mission and strategic objectives
- Customer Outcomes
- Winning in experience: FY26 GCX priorities
- FY26 GCX Strategic Priorities & Initiatives

Strategy & Key Results

- CX Listening Instruments
- CX Vitals: CX data and insights to drive measurable action, accountability, and growth across Microsoft
- Integration & Scale
- Built for CX
- Differentiated Experiences
- Customer Activation
- GCX Resources

GCX team and Principles

Microsoft Customer Experience Vision

Deliver easy, personalized experiences for every customer, every time

Microsoft confidential | For internal use only

UPDATED: JULY 2, 2025

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

Speaker: Nicole

- Recognize we shared this during AUA, not all were able to attend due to time zone, travel, etc.
- Wanted to spend extra time summarizing changes

UPDATED: JULY 16, 2025

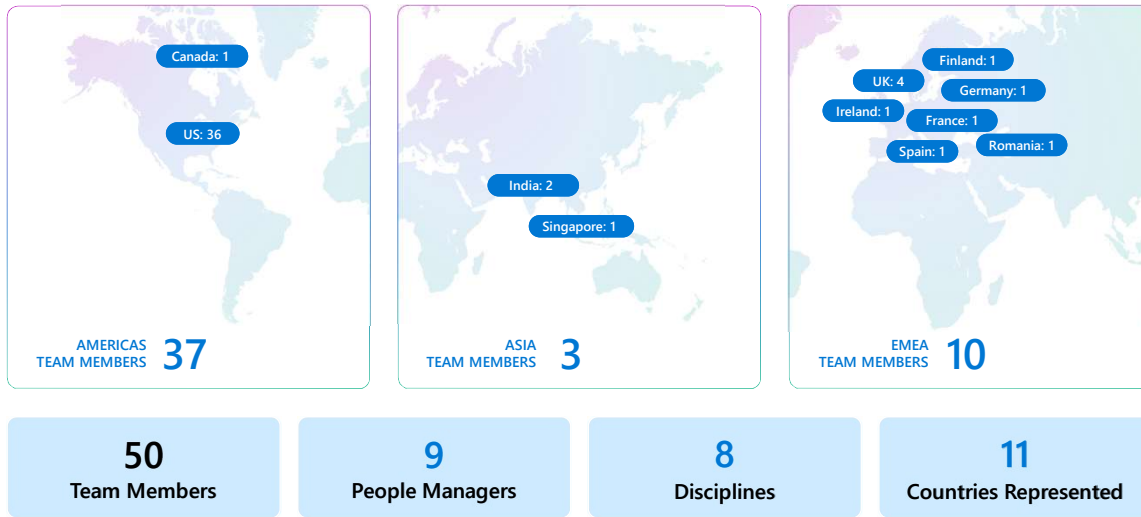
What each GCX function delivers

 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
Delivers	- Global CX Strategy including Foundations for Winning in CX paper - CX Advisory Board and Center of Excellence - Strategy proposals for large scale initiatives	CX Measurement Framework & Governance	- CX Listening Instruments - Close the Loop Capabilities, including IRO and Top Marks - Sampling - Qualitative research capabilities - Agentic AI to streamline operations, personalize feedback loops, etc. - GCX listening platform	- Analytical modeling and capabilities aligned to business objectives e.g. churn modeling, customer inflection points - Methodology reviews/ thought leadership for research instrumentation	- CX Vitals for region, segment, and global reviews - Insights product portfolio (automated, self-serve, custom)	- 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	- CX Excellence for field and delivery teams - CX Champion community leadership - Business knowledge / insights	- 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.	- 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

Speaker: Nicole

UPDATED: JULY 7, 2025

GCX Team Map



*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

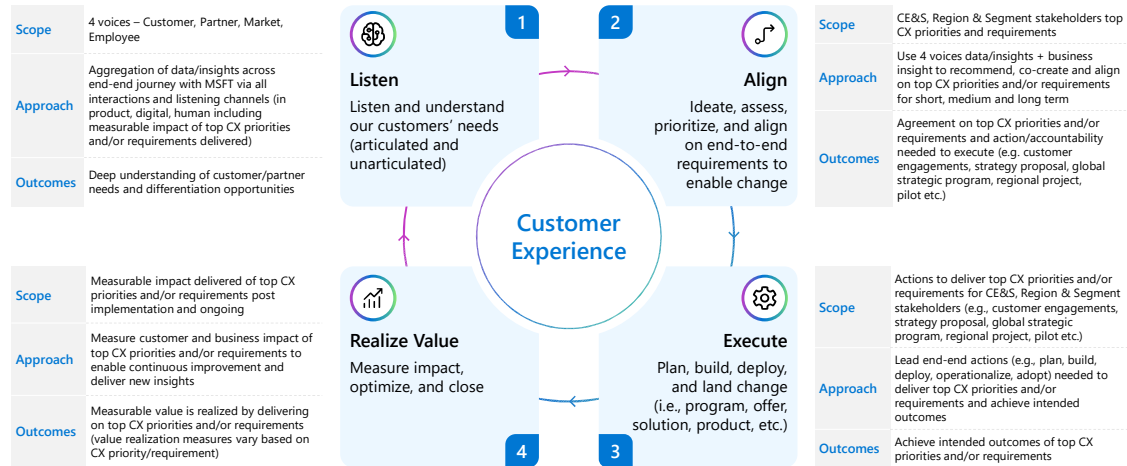
Exemplify Microsoft Leadership Principles

Create Clarity | Generate Energy | Deliver Success

Share examples of the LT living our team agreement

OneGCX Approach

Delivering differentiated Customer & Partner experiences together



Mission & FY26 Priorities

Microsoft confidential | For internal use only

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



Winning in experience

FY26 Global Customer Experience priorities

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



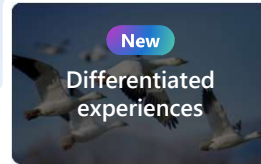
Insights innovation

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



Integration & scale

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



Differentiated experiences

Deliver easy, personalized experiences for prioritized journeys



Customer activation

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

Speaker: Nicole, 30 seconds

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
-  **EXPAND External Amplification:** Grow MSFT, customer & partner voices to share CX leadership impact externally

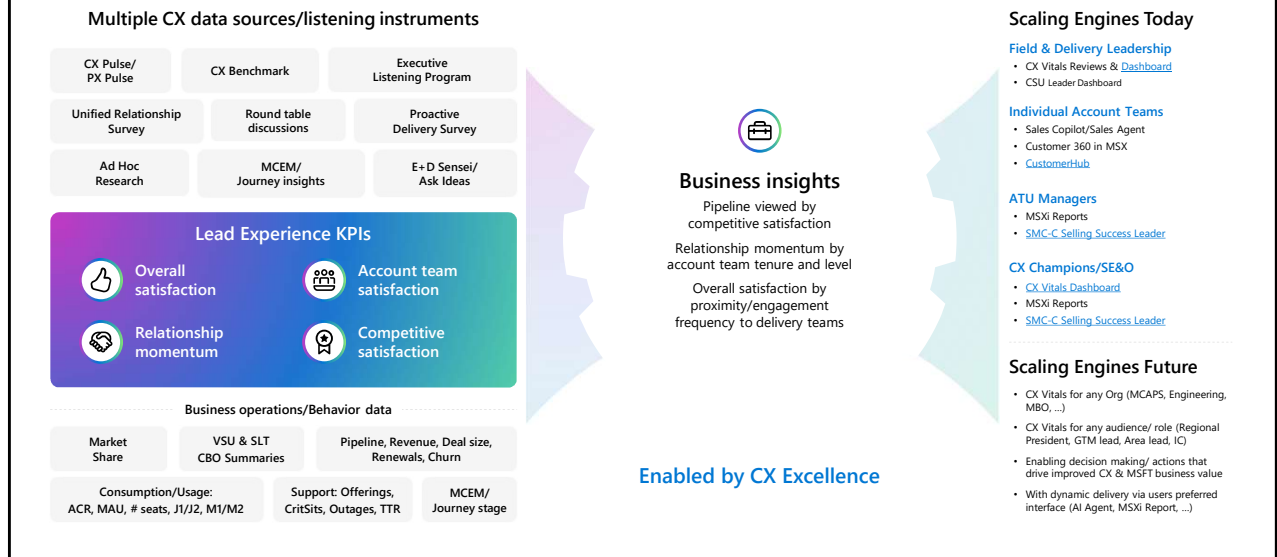
Speaker: Nicole

Strategy & Key Results

Microsoft confidential | For internal use only

Insights Innovation

CX Vitals: Actionable CX data and insights



This is our CX Vitals strategy.

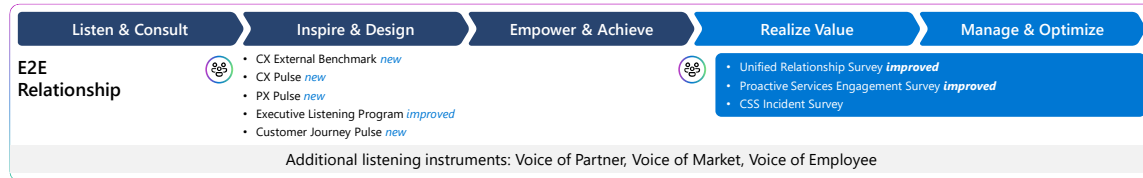
Simply put, we aggregate an ever-growing number of CX data sources (this is non-exhaustive) anchored in lead experience KPIS, with relevant business operations/behavior data, to produce actionable insights tailored to specific business leaders/functions/needs.

To drive effective usage of these insights at scale, we are focused on integrating the relevant data/insights into the appropriate engines for each given audience. Scale engines include but are not limited to, business rhythms, CX Vitals reviews, reports, workflows, Agents you name it.

If you have requirements or see opportunity for improved scale, please reach out.

Specific to Q3 CX Vitals -

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	\$500, 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)

FY25 rolling 6 months CX Pulse sample includes responses from: 33% all Enterprise accounts made up of 10% all Strategic accounts, 43% all Upper Majors accounts, 33% all Majors Growth accounts

We have launched a new set of instruments to gather customer feedback and updated the existing ones:

- We now have an always-on instrument, CX Pulse, that can also help us to get feedback on specific topics on a very strong turnaround
- We have an external view from CX Benchmark, that will provide us with a competitive view

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



Learn more: aka.ms/CXSuccess

Digital CSA – SMB Azure Direct
Digital Sales Specialist – SMB Azure Direct

This slide outlines the vision and principles for driving customer experience excellence. The goal is to deliver personalized experiences consistently. Key behaviors such as customer curiosity and trust are essential for fostering strong relationships. The principles serve as a compass for guiding our actions, ensuring that we remain focused on delivering value and differentiated experiences to our customers.

Our CX Principles serve as **the compass** for CX behaviors.

Our Core Priorities (CBI) and CX behaviors are **drivers** for these CX principles.

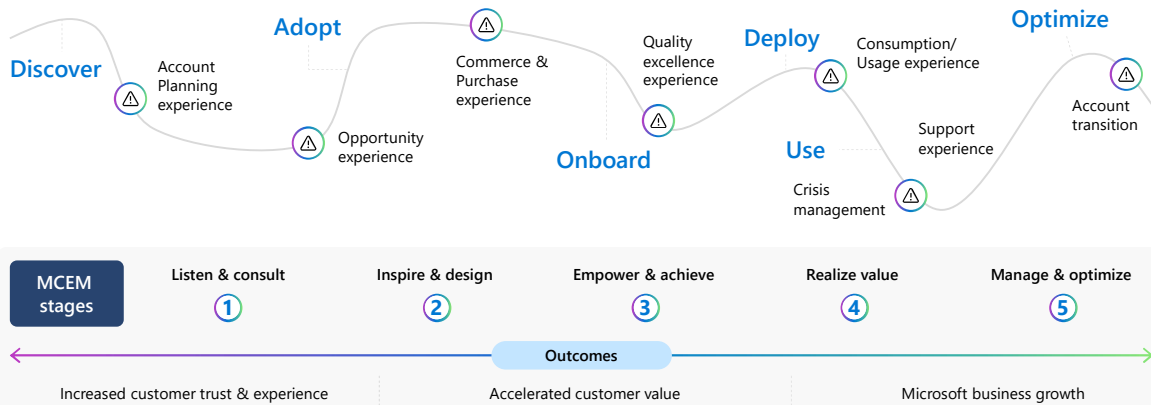
- Behaviors are based on interviews with account teams to gain insights on the secret sauce
- Managers are key here: socialize and coach their teams (<https://aka.ms/CXManagercoachingguide>)
- We have built manager coaching resources, IC guidance to support adoption of CX behaviors to improve CX outcomes (see SP site - WIP)

Operational indicators to guide us.

- No Individual CX Metrics - There are no CX metrics/targets at the individual level (neither CSAM, CSA or Managers).
- Focus in FY25 is driving awareness of CX, building our discipline and developing CX competencies.
- We are monitoring experience indicators (e.g. OSAT, ATQ) and gathering insights through various listening systems to evaluate our progress.
- Area GCX CX Targets - focus is on improving customer dissatisfaction (DSAT) at the overall Area level (CSU Leader).

Differentiated Experiences

Delivering easy, personalized experiences for prioritized journeys.



CX Field Landing and Enablement
 CX Strategic Program Management
 CX Measurement, Insights, Impact
 CX Strategy and Thought Leadership

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](#)



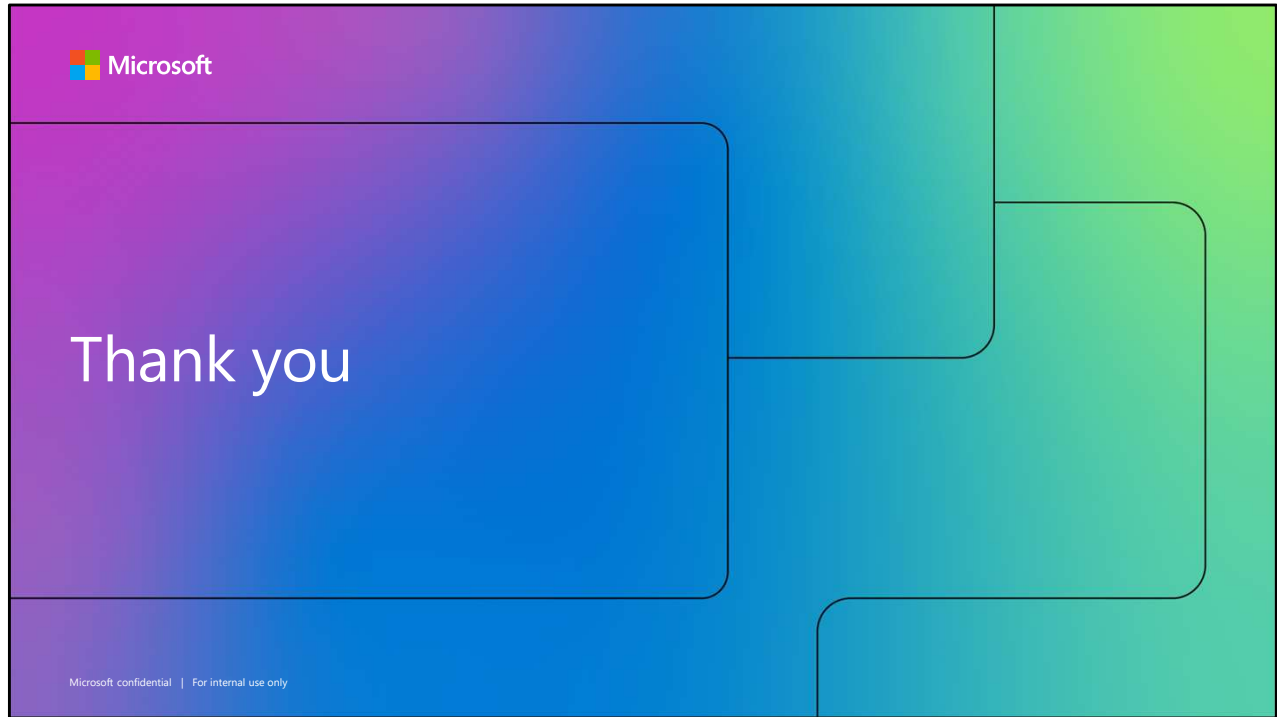
[GCXMI Latest Research](#)



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



[GCX Master Class Library](#)



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



Learn more: aka.ms/CXSuccess

This slide outlines the vision and principles for driving customer experience excellence. The goal is to deliver personalized experiences consistently. Key behaviors such as customer curiosity and trust are essential for fostering strong relationships. The principles serve as a compass for guiding our actions, ensuring that we remain focused on delivering value and differentiated experiences to our customers.

Our CX Principles serve as the compass for CX behaviors.

Our Core Priorities (CBI) and CX behaviors are **drivers** for these CX principles.

- Behaviors are based on interviews with account teams to gain insights on the secret sauce
- Managers are key here: socialize and coach their teams (<https://aka.ms/CXManagercoachingguide>)
- We have built manager coaching resources, IC guidance to support adoption of CX behaviors to improve CX outcomes (see SP site - WIP)

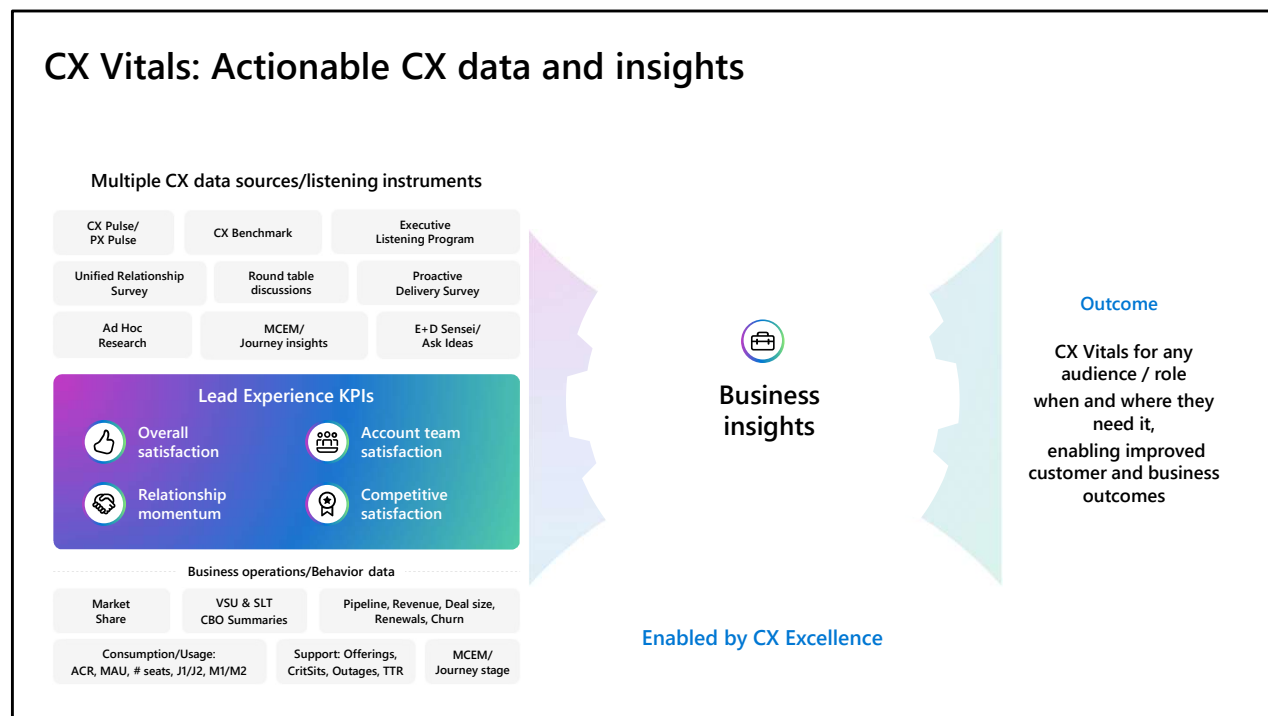
Operational indicators to guide us.

- No Individual CX Metrics - There are no CX metrics/targets at the individual level

(neither CSAM, CSA or Managers).

- Focus in FY25 is driving awareness of CX, building our discipline and developing CX competencies.
- We are monitoring experience indicators (e.g. OSAT, ATQ) and gathering insights through various listening systems to evaluate our progress.
- Area GCX CX Targets - focus is on improving customer dissatisfaction (DSAT) at the overall Area level (CSU Leader).

CX Vitals: Actionable CX data and insights



Speaker: Nicole, 3 min

For reference this is our CX Vitals strategy.

Simply put, we aggregate an ever-growing number of CX data sources (this is non-exhaustive) anchored in lead experience KPIS, with relevant business operations/behavior data, to produce actionable insights tailored to specific business leaders/functions/needs.

To drive effective usage of these insights at scale, we are focused on integrating the relevant data/insights into the appropriate engines for each given audience. Scale engines include but are not limited to, business rhythms, CX Vitals reviews, reports, workflows, Agents you name it.

If you have requirements or see opportunity for improved scale please reach out.

Specific to Q3 CX Vitals -