



Ronni Marshak
*Senior Vice President,
Senior Consultant/Analyst*

Current Expertise & Research Focus

- Collaboration Tools & Technologies
- Customer Experience
- Customer Scenario[®] Mapping Methodology
- Customer Scenario Patterns

Business/Technology Consultant. Ronni Marshak is a business and technology strategist with over 25 years of experience. Ronni has worked closely with financial services firms, government organizations, high-tech firms, not-for-profits, and travel providers to improve the customer experience they deliver across channels and touchpoints and to help them develop and launch solutions that will be valued and easily adopted.

Ronni's specialty is customer experience design, usability, online navigation, and cross-channel, cross-touchpoint customer experience. She is also one of the world's leading authorities on computer-supported collaborative work, including approaches and tools for intra-enterprise collaboration, inter-enterprise collaboration, and collaboration with customers to achieve goals, manage workflows and share learnings.

In addition, Ronni Marshak is the group's leading expert in working with start-up and emerging high-tech companies, helping them to formulate corporate and product positioning strategies and to identify current and emerging competitive landscapes. She provides feedback to companies on the design and functionality of their products and recommends as well as prioritizes improvements and enhancements for them to implement, based on customer needs.

Customer Insights Consultant. Ronni is often the lead consultant on customer insight projects. She helps clients identify the right groups of customers to engage. She recruits and interviews customers from all over the world, using her

deep listening skills to encourage customers to talk passionately about the things they care most deeply about. She is able to motivate clients' customers to envision and describe new products and services that they will value and use.

Customer Co-Design Product Manager. Ronni co-developed Patricia Seybold Group's Customer Scenario[®] Mapping (CSM) methodology with Patricia Seybold and PSGroup's customers. She runs the CSM methodology practice, including training, certification, and licensing. She identifies, codifies, and updates the recurring patterns in customers' ideal scenarios, customers' moments of truth, and customer metrics that she discovers across hundreds of customer co-design sessions.

Ronni leads customer co-design workshops around the world, bringing customers, partners, and companies together to understand customer needs and to help clients formulate and develop customer-centric best practices. She trains and coaches CSM facilitators in best practices and new techniques.

Clients. Ronni Marshak's consulting clients include: American Airlines, American Cancer Society, American Express, Amway, ATB Financial, Autodesk, Cisco Systems, CitiCorp, Commonwealth of Massachusetts, Expedia, Fidelity Investments, Maritime Life, Quixtar, Symantec, and TimeTrade, among others.

Author/Editor. Ronni co-authored the internationally acclaimed best-selling books, [Customers.com](http://www.customers.com), published in 1998, and [*The Customer Revolution*](#), published in 2001,



with Patricia Seybold, and contributed to [*Outside Innovation*](#), published in 2008. She also served as the editor for *Outside Innovation*. Ronni serves as managing editor for the Patricia Seybold Group's *Customers.com Advisory Service*, overseeing all of PSEGroup's published research.

Senior Analyst/Author. Ronni Marshak manages the Customer Scenario Mapping Research Practice for the Patricia Seybold Group's *Customers.com Advisory Service*. Ronni publishes reports describing customer lifecycle scenario patterns—how business and consumer customers would ideally like to get things done when they plan, explore, evaluate, select, buy, install, use/consume, troubleshoot, get problems resolved, upgrade, replace, replenish, renew. She also documents event-based scenario patterns (such as moving into a new home, hosting a celebration) and goal-oriented scenario patterns (learning a new skill, saving for retirement). Each of these patterns is based on business and consumer customers' actual designs of the ideal experiences they'd like to have in carrying out these scenarios. The patterns include the moments of truth that customers have identified as their "showstoppers" and the success metrics customers typically identify as best case for each moment of truth.

Ronni conducts and publishes "customer experience test drives" on groups of Web sites in a common industry as she tests those sites against typical Customer Scenarios. She interviews leading practitioners and publishes spotlights and case studies based on those interviews. And she continues to review software tools in the collaboration space.

Ronni also writes case studies and white papers for clients.

Featured Speaker. Ronni Marshak is an accomplished and witty speaker for industry events, user group meetings, marketing and sales events, Webinars, and executive summits. Her topics include best and worst practices in customer experience.

Background. Prior to joining the Patricia Seybold Group in 1981, Ronni Marshak taught word processing and office procedures to recipients of government assistance. She also worked as a career counselor for this hard-to-place audience.

Educational Background. Ronni holds a Bachelor of Arts degree from the University of Massachusetts in Amherst and a Master's degree from Northeastern University.

Personal Interests & Affiliations. Ronni is an accomplished actress, singer, and director. She performs in and directs theater productions in the greater Boston area.

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Recent Published Research by Ronni Marshak:

- [Helping Customers Do Their Jobs](#)
- [Identifying and Measuring the Key Moments of Truth in Break/Fix Customer Scenario Patterns](#)
- [Selecting a Mobile Phone Family Plan for a Family in Transition – CX Test Drive](#)
- [Dealing with a Moment of Truth in a "Purchase a Gift" Scenario](#)
- [When Something Is Wrong. Are You Really Making It Right for Customers?](#)
- [Tips for Interviewing Customers, Partners, and Stakeholders](#)
- [Moving from Cost Cutting to Customer-Contributed Innovation at Mentor Graphics](#)
- [Corporate Executive Board Responds to Customers' Request for Increased Collaboration](#)
- [How Pan American Health Organization Uses Online Meeting Software to Collaborate on Health Issues](#)
- [Recognizing the Value of Making It Easy for Customers Since 1947](#)
- [Moving along the Time-\(Team\) Space Continuum](#)
- [Virtual Events from Unisfair](#)
- [TimeTrade Provides Automatic On-Demand Appointment Scheduling](#)