

Building a Customer-Centric Organization



Polls

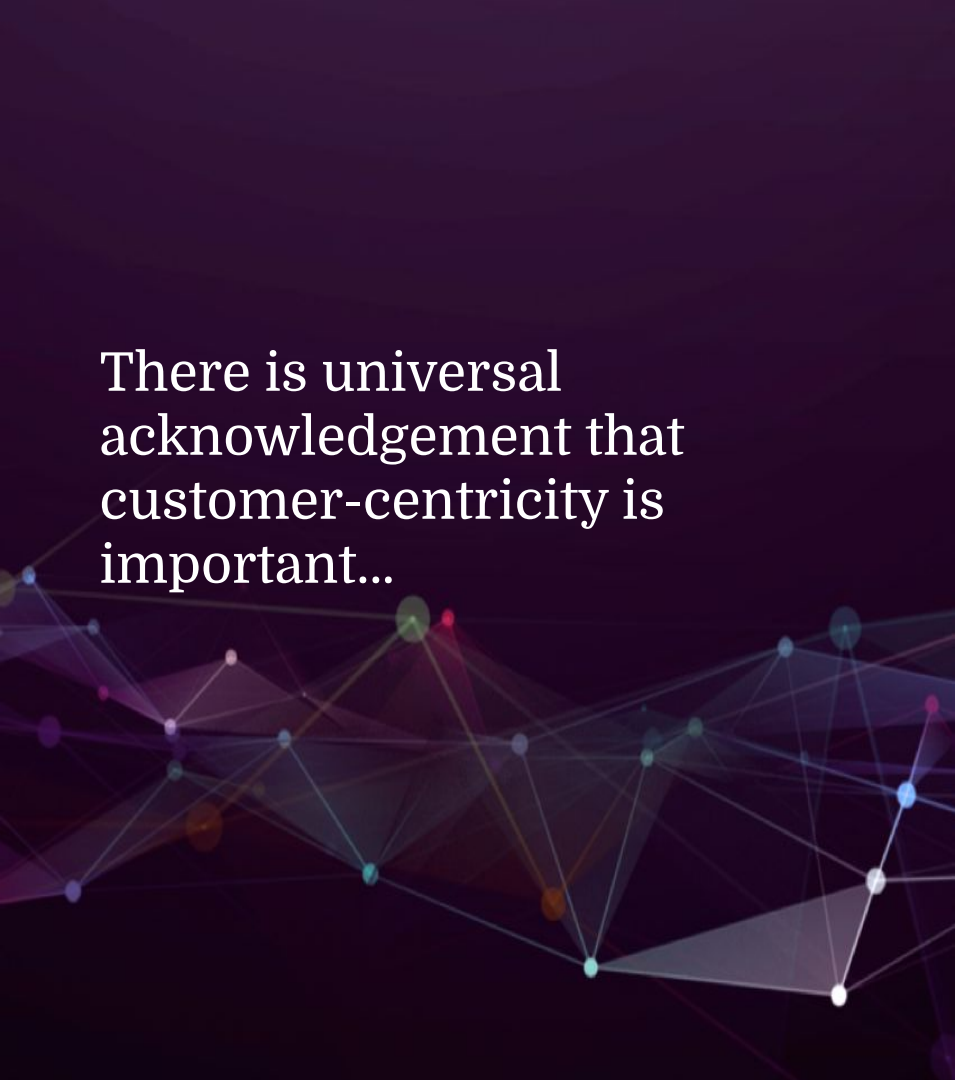
Survey results

Do you believe your company is customer centric?

Yes

No

Submit

An abstract graphic on the left side of the slide, featuring a network of interconnected nodes and lines. The nodes are small circles in various colors (blue, green, red, orange, purple) and are connected by thin, light-colored lines. The background is dark, making the network stand out.

There is universal
acknowledgement that
customer-centricity is
important...

...yet few companies are
truly customer-centric.



An organization is truly customer-centric when...

- It deeply understands its customers, their needs, and which are unmet
- Its internal functions are aligned around the customer's priorities; it does not operate in silos
- It consistently makes business decisions that drive ongoing value creation and innovation
- It has a process in place to ensure its resources are focused on what matters most to customers

Why do organizations struggle
to become customer-centric?

Why do organizations struggle to become customer-centric?

70%

...define the markets they serve through a **COMPANY** lens

82%

...define the customer's "needs" through a **COMPANY** lens

88%

...prioritize unmet needs internally—through a **COMPANY** lens

92%

...segment the markets they serve through a **COMPANY** lens

How do you build a
customer-centric organization?

Think about your markets through a different lens

Instead of seeing
the world through
the lens of **what the
company is doing...**



COMPANY LENS

See the world
through the lens of
**what the customer is
trying to get done.**



CUSTOMER LENS

People buy products to get jobs done.

A job-to-be-done can be:

- A task that people are trying to accomplish
- A goal or objective they are trying to achieve
- A problem they are trying to resolve
- Something they are trying to avoid, or
- Anything else people are trying to accomplish.

Align the organization around helping customers get their “jobs” done better.

COMPANY LENS

Markets are defined around products, verticals, geography, demographics, etc.

CUSTOMER LENS

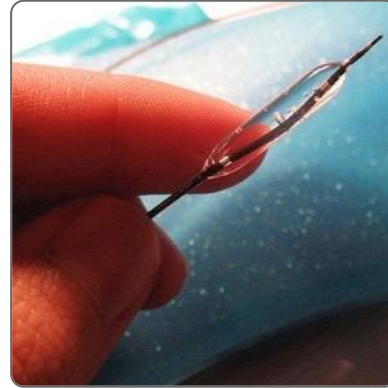
A market is a group of people and the job they are trying to get done.

Market = “Group of People” + “Job-to-be-Done”

Defining a market as a group of people with a job-to-be-done, provides a long-term, stable focal point for value creation.



Interventional cardiologist



Restore blood flow in an artery

Market = “Group of People” + “Job-to-be-Done”

Defining a market as a group of people with a job-to-be-done, provides a long-term, stable focal point for value creation.



Cyber security
manager



Protect a website from
cyber threats

Market = “Group of People” + “Job-to-be-Done”

Defining a market as a group of people with a job-to-be-done, provides a long-term, stable focal point for value creation.



Parents



Pass on life lessons to children

Customer-centricity begins by defining
your markets around your customers.

COMPANY LENS

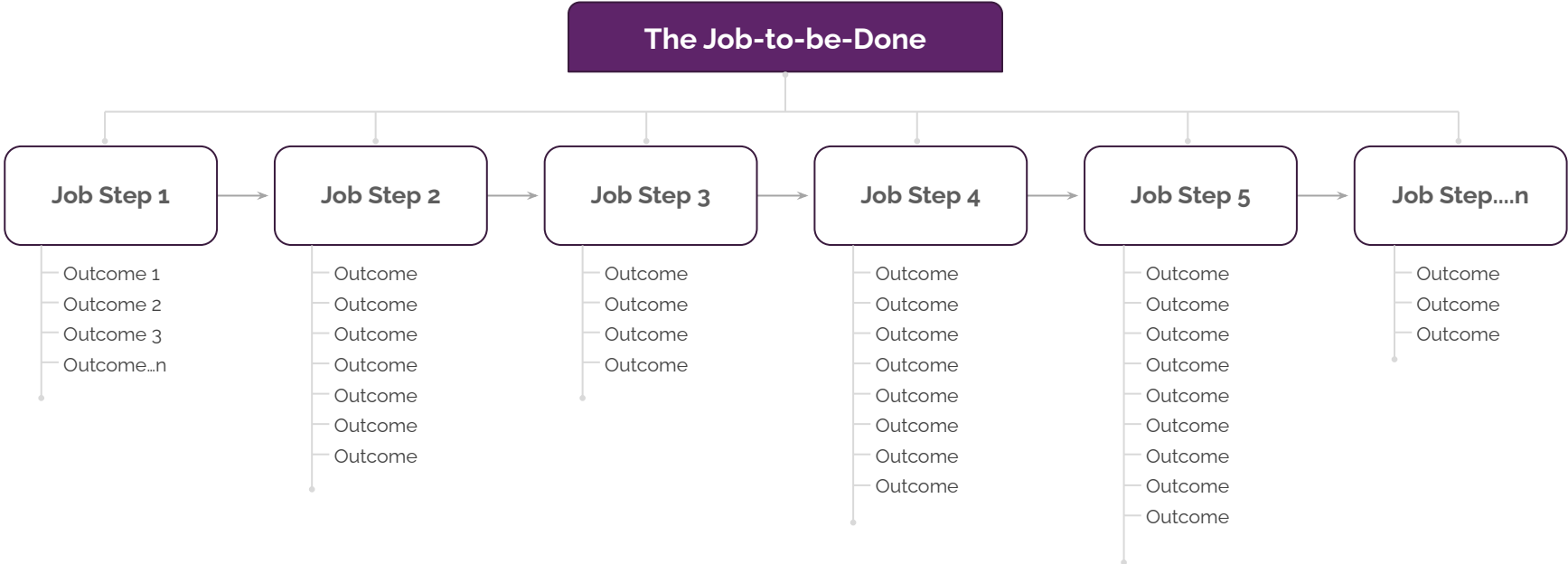
Needs are solutions, benefits, requirements, gains, excitors, specs, value drivers, etc.

CUSTOMER LENS

Needs are the measurable outcomes that people want to achieve when getting a job done.

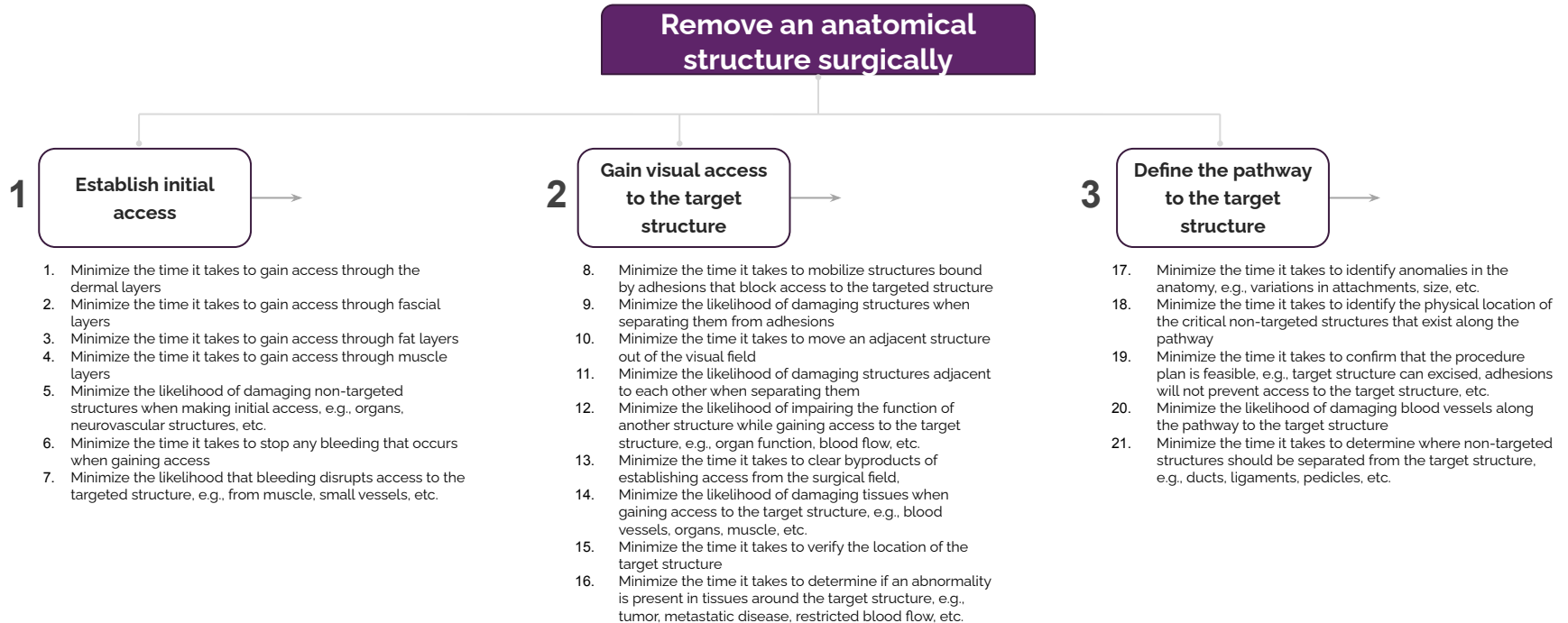
The customer needs hierarchy

A desired outcome is a customer-defined metric that instructs innovators how to help customers get the job done faster and more predictably (without variation), while achieving the desired result.



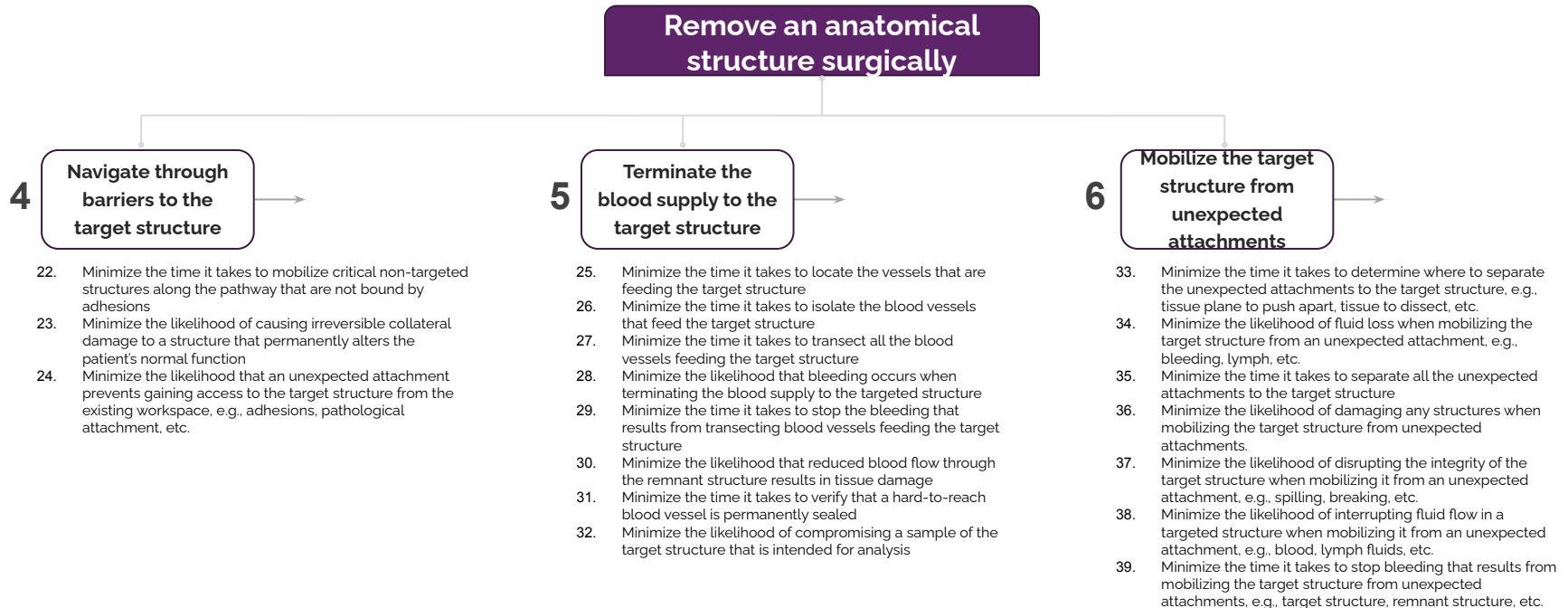
Outcomes detail job execution at a granular level

A medical device company uncovered the metrics surgeons use to measure the success of a surgical procedure.



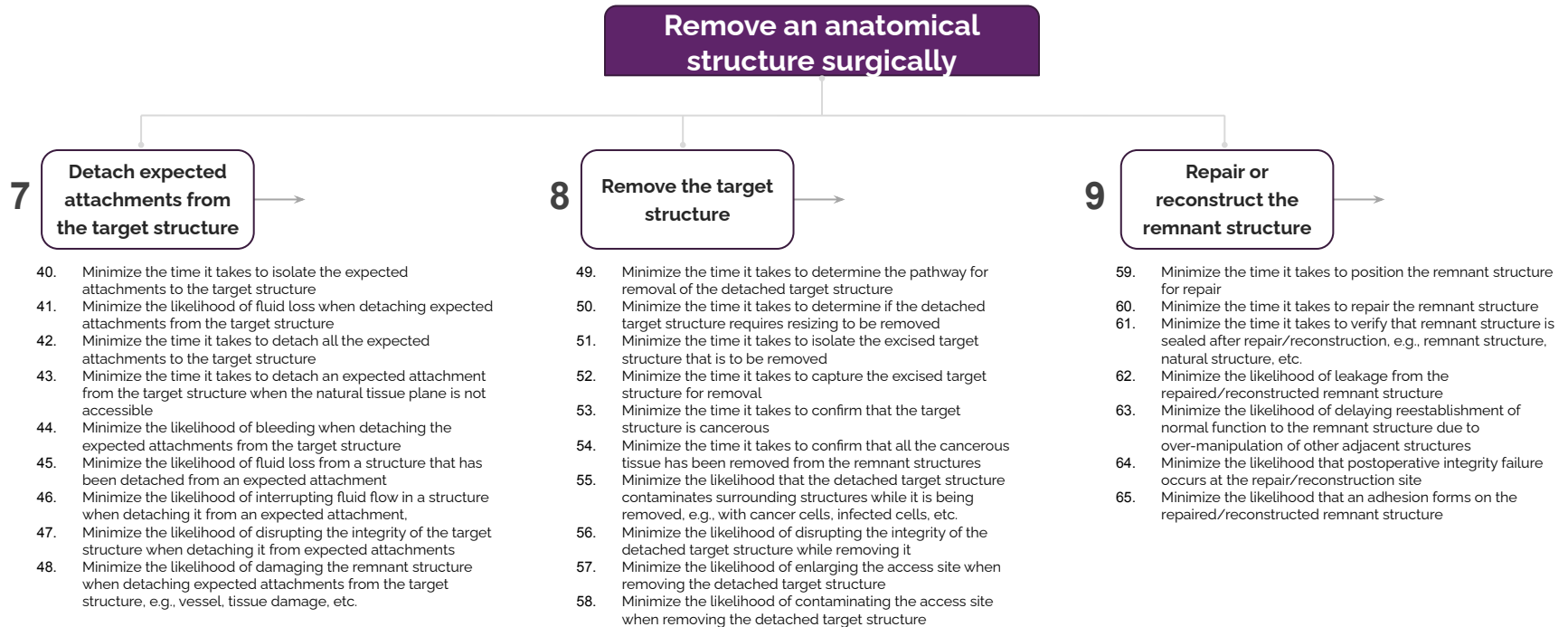
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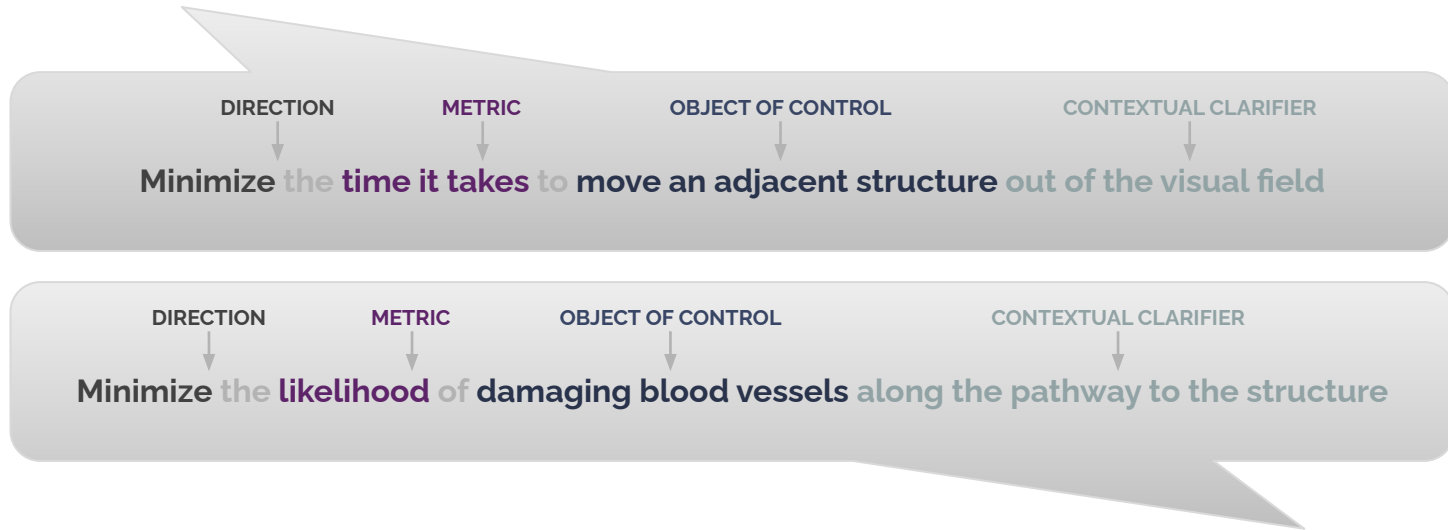
Outcomes detail job execution at a granular level

A medical device company uncovered the metrics surgeons use to measure the success of a surgical procedure.



Desired outcomes are “customer-centric” need statements

Outcome statements inform all disciplines, are knowable and discoverable, solution independent, measurable and controllable, unambiguous, valid across geographies and stable over time.



Timeless, measurable, actionable need
statements form the foundation for a
deep customer understanding

COMPANY LENS

Unmet needs are features, excitors, delighters, etc. that are missing from the solution

CUSTOMER LENS

Unmet needs are the measurable outcomes that people struggle to achieve.

Quantitative research reveals unmet outcomes

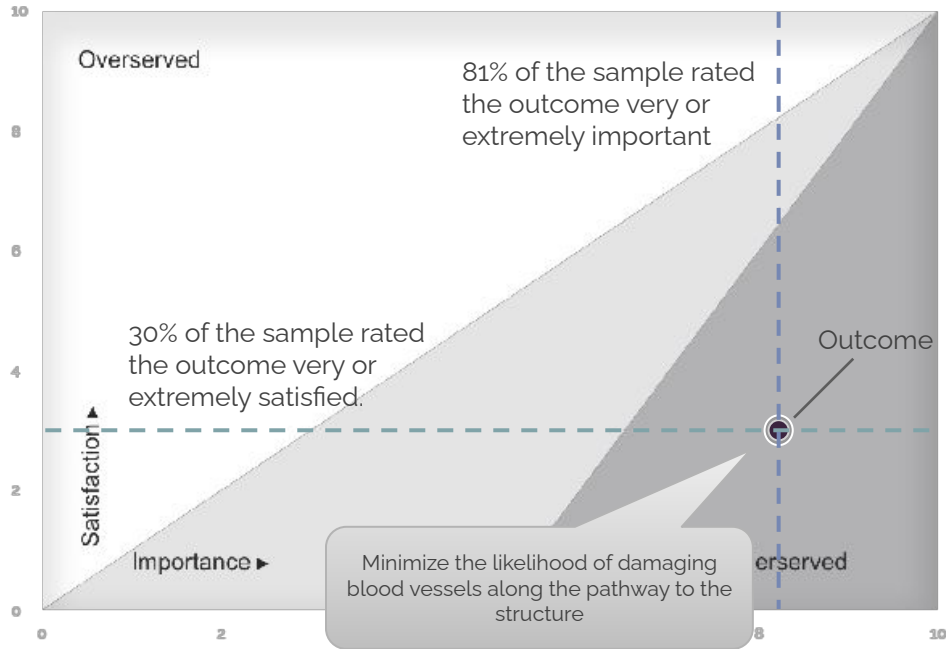
Statistically valid quantitative research enables customers to prioritize their needs directly.

	When [job step], how important is it to you that you are able to:					When [job step], how satisfied are you with your ability to:				
	Not at all important	Somewhat important	Important	Very important	Extremely important	Not at all satisfied	Somewhat satisfied	Satisfied	Very satisfied	Extremely satisfied
Outcome 1	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Outcome 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Minimize the likelihood of damaging blood vessels along the pathway to the structure

The Opportunity Landscape

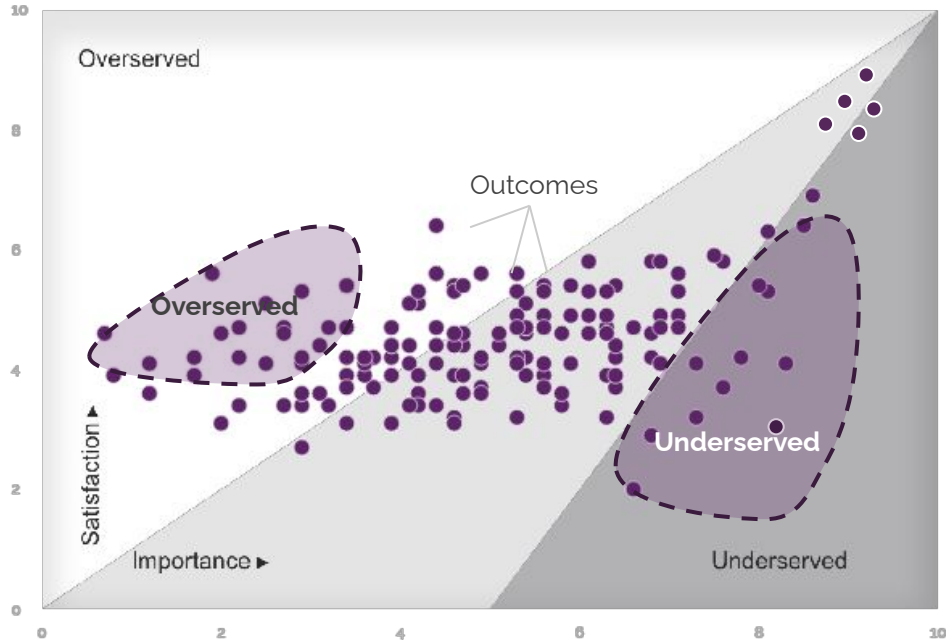
Opportunity score = importance + max (importance – satisfaction, 0)



Importance						
-	-	-	V	E	IMP	
5	5	9	47	34	8.1	81%
Satisfaction						
-	-	-	V	E	SAT	
12	28	30	17	13	3.0	30%
Opportunity Score						
13.2						

The Opportunity Landscape

The analysis reveals with precision where the market is under- and over-served.



Importance						
-	-	-	V	E	IMP	
5	5	9	47	34	8.1	81%
Satisfaction						
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12	28	30	17	13	3.0	30%
Opportunity Score						
13.2						

The organization knows which customer outcomes are unmet—and to what degree.

COMPANY LENS

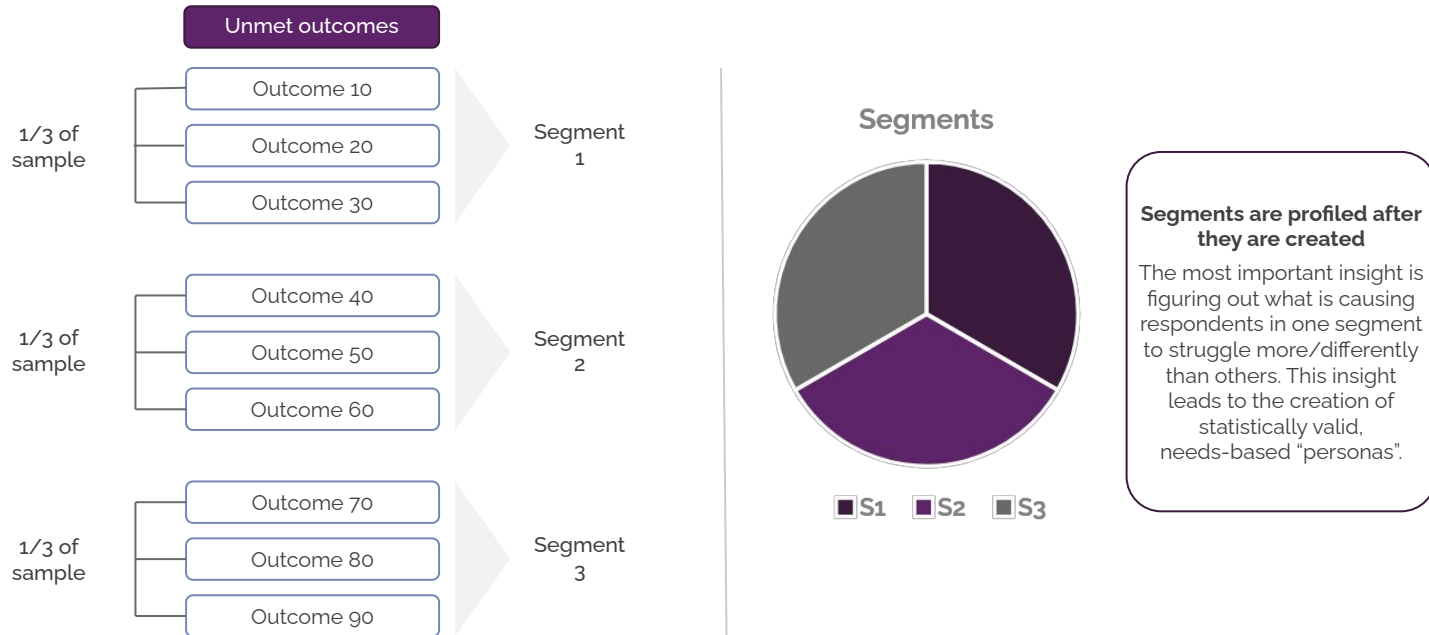
Segments are personas, use cases, people with different demographics, attitudes, etc.

CUSTOMER LENS

Segments are subsets of people in a market, each with a different set of unmet needs.

Outcome-Based Segmentation

Using factor and cluster analysis, hidden segments of opportunity are revealed.



Authentic, distinctive segments bring
precision to strategy formulation.

Customer data is used to drive business decisions

Teams select which outcomes to address to have the greatest positive impact on the largest customer population. This is the essence of customer-centricity.

Outcome	Opportunity scores		
	Segment 1	Segment 2	Segment 3
Outcome statement 34	12.5	11.8	13.2
Outcome statement 47	14.1	10.7	12.1
Outcome statement 72	13.5	14.6	10.9
Outcome statement 07	11.1	13.7	
Outcome statement 29		10.4	15.4
Outcome statement 94	10.2		12.3
Outcome statement 04	14.3		
Outcome statement 44			15.1
Outcome statement 87		13.9	
Outcome statement "n"...			

High-leverage opportunities: outcomes that are unmet across 100% of the market

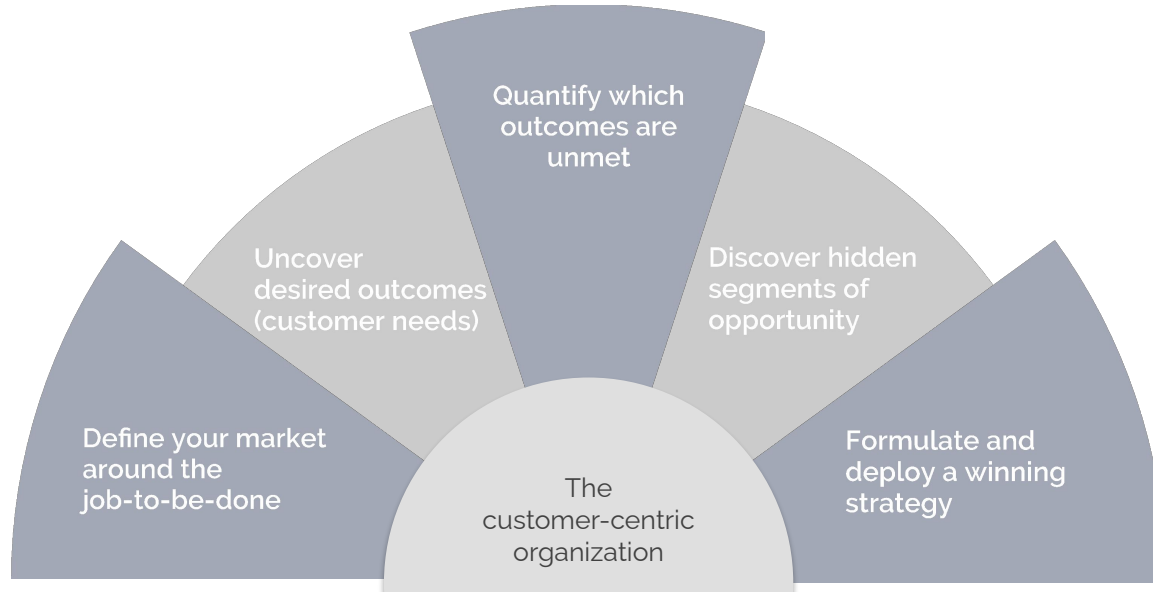
Cross-segment opportunities: outcomes that are unmet in multiple segments; not all

Segment-specific opportunities: outcomes that are unique to just one segment

Being customer-centric puts you on the
most efficient path to growth.

A process for customer-centricity


Outcome-Driven Innovation is a process conceived through a customer lens. It aligns the actions of the organization around the customer's desired outcomes—and drives customer-centricity.



Staffing the customer-centric organization

SENIOR MGMT OVERSIGHT	STRATEGIST OVERSIGHT		SENIOR MGMT OVERSIGHT
STRATEGIST	INSIGHTS RESEARCHER	QUANTITATIVE RESEARCHER	STRATEGIST
PLAN THE ENGAGEMENT	CONDUCT QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH AND DATA ANALYSIS	FORMULATE THE STRATEGY

How do you build a customer-centric organization?



- Deeply understand your customers, their needs, and which are unmet
- Align your internal functions around the customer's priorities; break down silos
- Make business decisions that drive ongoing value creation and innovation
- Deploy a process to ensure your resources are focused on what matters most to customers

Polls

Survey results

Do you believe your company is customer centric?

Yes

No

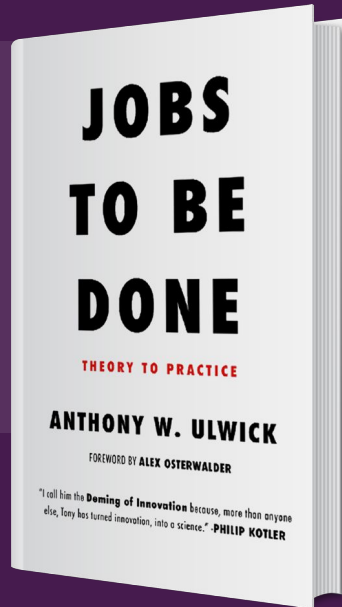
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– CLAYTON CHRISTENSEN



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– PHILIP KOTLER

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