



White Paper on Customer Centricity



Here's What We'll Cover



Customer Centricity:
Fundamentals

Customer Centricity Quotient
(CCQ): The Diagnostic

Customer Centricity: 6 Steps

Make Data Actionable

Coaching Calls

Conclusion

“Focus on your Customers and lead your people as though their lives depend on your success ”

- Warren Buffett



Customer Centricity: Fundamentals

“Customer centricity is a culture of putting the customer at the center of everything you do”

Brian Solis

This is really a no-brainer and every Organisation worth its salt knows it, has deep insights on it, has processes devoted to it and is committed to keeping its customers at the core of all they do.

Yet the data on Customer Centricity or the lack of it is quite staggering.

A few examples will suffice:

- *Poor customer service has cost the U.S economy \$82 Billion*
- *50% of customer churn is caused by the way their complaints were handled*
- *The Influence Matrix:*
 - In 1983, a vocal customer influenced 10 people*
 - In 2002, a vocal customer influenced 100 people*
 - In 2012, a vocal customer influenced 1375 people*
 - In 2017, this is up to 3700 people (on an average)*
- *64% of customers stopped doing business with a company after poor customer experience and 91% of them went to a competing brand*
- *44% of Organisations have a greater focus on new customers Vs. only 18% that focus on retention*

*(*worldppl.com/fonolo.com/ resolver.co.uk/Gallup)*

Clearly, the message has not been internalized.

In an age of rapidly transforming customer behaviour and therefore, market dynamics; we would do well to look to our existing customers. It would be well worthwhile, nay critical to mine this critical resource and explore how we could continuously provide them with greater value.

Most proactive companies are constantly evaluating the context of their services and products. This enables them to suggest transformational customizations and changes that would continue deliver sustained value to their customers. This also helps them stay relevant and ahead of the churn.

This white paper aims at unravelling the concept that is Customer Centricity and making it actionable.

Customer Centricity Quotient (CCQ): The Diagnostic

What is Customer Centricity Quotient?

Diagnostic

The Diagnostic is specific to an organization. It establishes the as-is situation within an Organization.

Organizations include all those who impact results. This diagnostic targets specific and actionable data relating to those areas in the organization that can be improved.

The structure and content of the diagnostic lead to the intervention and ensures a curriculum and solutions based on empirical data.

CCQ comprises of 11 questions (multiple-choice questions)

The multiple choices pertain to customer-centric behaviours that are indicative of success or suggestive areas of improvement.

These provide very specific and actionable inputs to managers to correct those behaviours.

The Diagnostic matches perception with reality and enables deeper insights into intuitively knowing something and the illusion of doing it.



Customer Centricity Quotient (CCQ): The Diagnostic

Roll Out

The CCQ is administered as an email based questionnaire. It is emailed to each participant individually as a separate link to their questionnaire, and the results are recorded collectively. The data collection process takes between 1-2 weeks depending on the number of participants.

It takes Ensemble 3 working days to compile the result into a packaged presentation, with cross-tabs and analysis.

Our clients keep target teams informed in advance of the diagnostic, take the necessary steps to enable administration from outside their organization's firewall, and prepare the grounds to collect a representative volume of responses to get the best possible results.

Confidentiality

Information collected via the diagnostic is presented to the client organization in summary form only. Clients can easily understand trends but cannot identify individuals or their responses. Ensemble does not provide detailed individual responses to the client organization. The diagnostic from 3rd party servers; the client organization's servers are not used for data collection. In addition to these steps, we use widely accepted industry norms to ensure that summary data is never presented for a group of less than a certain number, to ensure individual participants cannot be identified.

All Data collected is subject to utmost confidentiality.



Customer Centricity Quotient (CCQ): The Diagnostic

Beneficiaries

The Diagnostic can be extremely valuable for managers seeking independent, un-monitored feedback on how their teams perceive Customer Centricity.

It provides insights to managers who aim to improve specific areas of organizational or individual behaviour attributes that impact business performance. By collecting empirical information from large, cross-functional audiences within the organization or team, it can help managers identify, address and measure change.

The diagnostic is a reality check.

The Customer Centricity intervention which follows is based on the Diagnostic. It is customised to deal with specific issues rather than generic dissemination of information.

The CCQ Debrief

The debrief session is a meeting with the senior stakeholders. It is intended to reveal the current standpoint within the Organisation; highlighting strengths and areas of development.

The entire intervention is customised to touch upon these key opportunity zones.

A brief analysis clearly enumerates the areas that need improvement and focus.

The curriculum makes a systematic approach to these areas leveraging strengths and resources within the Organisation.

This is immediately followed up by the intervention.



Customer Centricity: 6 Steps

Customer Focused Leadership

- Cultivate Managerial Commitment
- Experience Customer Behaviour
- Involve other Departments

Cultivate managerial commitment, every member of the executive team is mandated that their direct reports have regular contact with customers.

In FMCG companies, senior managers spend at least one full day (a month) in a supermarket to witness how customers interact with their products

Involve other departments, other than Customer Service with regard Customers' expectations and aspirations which builds greater focus and understanding within the Organisation.

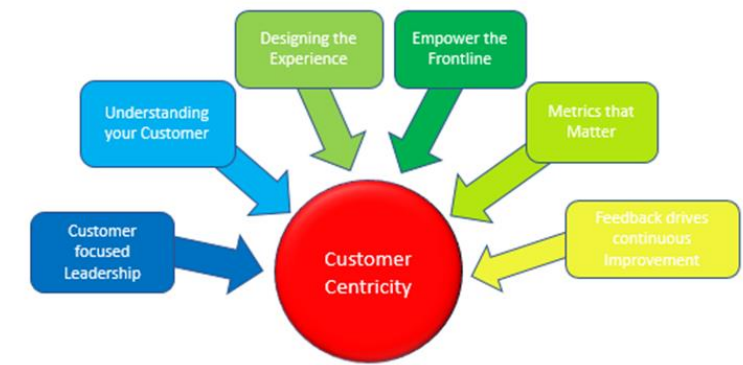
Understanding your Customer

- What are their most pressing issues, problems and desires?
- What is their context?
- What do they care about?

Understanding your customers' most pressing issues, problems and desires are important. Each person in your customer base has a specific want or need and is naturally receptive to consuming information that helps meet their challenges

Understand your customer's context, ascertain how you could make your products/services more relevant to their cause.

By understanding what your customers care about, you can create product and services that meet their needs. As they begin to engage with your product and services, you can develop a deeper understanding of how this challenge impacts their business.



Customer Centricity: 6 Steps

Designing the Experience

- a. What are their most pressing issues, problems and aspirations?
- b. What is their context?
- c. What do they care about?

Experience is whatever the customer perceives it to be – and you can't manage it completely. What you can do is influence that experience by being very intentional about where and how you deliver your brand promise in a way that is absolutely consistent at every touchpoint.

Use the customer's perspective, not the organization's. You could map one touchline covering the entire experience but if this is too complex, map a touchline for each key customer interaction. Consider your brand promise and how well you deliver it at each point in the touchline. Ensure you think about your most valuable customers and their top expectations.

Metrics that Matter

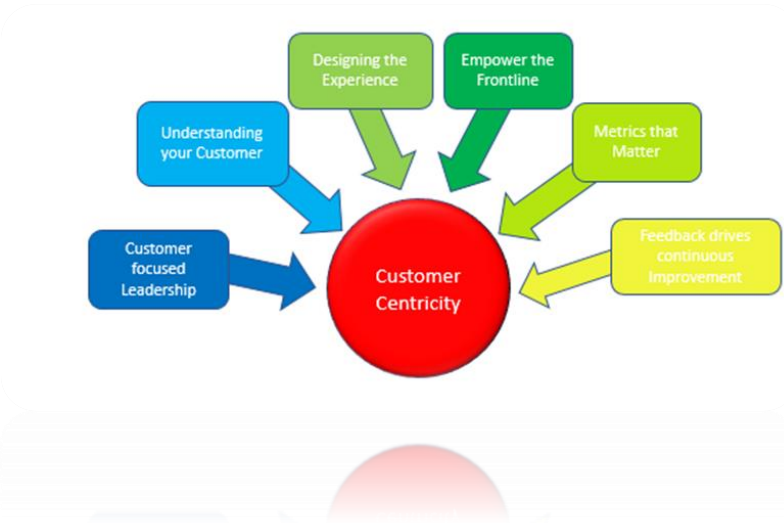
- a. Inspire the Frontline
- b. Trust in the Frontline
- c. Enable the Frontline

Relevant contact centre metrics have shifted from standard metrics, such as average handling time to wider and more customer-centric indicators, such as customer satisfaction.

The Customer Metric must deliver on the reality of the customer's experience across organisational touch points.

The metrics must answer two critical questions:

- a. How the customer rates his experience?
- b. How likely is the customer to recommend this experience with others?



Feedback drives continuous improvement

- a. Feedback that drives Innovation
- b. A Culture that cascades from the highest echelon
- c. Insights that fosters Trust and drives superior results

Make Data Actionable

Make the customer's voice actionable.

Bring the customer's voice into the business, literally

All Data collected is subject to utmost confidentiality.

Don't

1. Show a graph saying that 9% of your customers are highly dissatisfied.
2. Provide abstract graphs on aspects customers like or dislike about your service.
3. Summarize verbatims into generalised statements.

Do

1. Play a video of 27 customers saying how your business "sucks" (and why)
2. Bring a dozen customers into the business and have an executive conversation.
3. Have your teams go through every Individual verbatim

Net Promoter Score

If you ask people about their likelihood to recommend, simply asking them one or two more questions about their reasons and the opportunities they see for you to improve, can give you a wealth of information.

The Customer Centricity intervention which follows is based on the Diagnostic. It is customised to deal with specific issues rather than generic dissemination of information.



Fact

Customers don't care about the way you are organised. Acting on their voice may break through every silo you have built and challenge every orthodoxy or KPI your business believes in.

Set up cross-functional meetings and action mechanisms at every level of the Organisation, to directly listen to the customer's voice and establish multi-department action plans.



COACHING CALLS

Coaching Calls

The consultant maintains regular touch with the internal custodians of the process.

His aim is to ensure that process rigour is maintained and any obstacles to their fruition, internally escalate issues for resolution.

Three coaching calls (1 per month) for three months.

This provides an opportunity to address any internal issues and ensure that results continue to emerge and process milestones are regularly met.



Conclusion

In an age of rapidly transforming customer behaviour and therefore, market dynamics; we would do well to look to our existing customers.

It would be well worthwhile to mine that relationship and explore how we could continuously provide them with greater value.

Most proactive companies are constantly evaluating the context of their services and products. This enables them to suggest transformational customizations and changes that would continue bring greater value to their customers.

This also helps them stay relevant and ahead of the churn.

Customers are the only resource that matters.



Ensemble People Skills

For the first time in history, vision and agility are prerequisites to attaining relevance and therefore, growth and profitability.

In an ever-morphing world, customer behaviours are transforming markets at a blinding speed.

The key is to internalise certain principles that provide constant direction and relevance. At Ensemble, we curate and customise principle-based solutions.

Visit us today at : <https://www.ensemble-skills.com/>