

Retrospective on Customer-Centric Business: What Have We Learned?

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CRM Association Conference

Rotterdam

June 6, 2012

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Lessons Learned

1. Be Inspired, Not (Just) Driven
2. Many Paths to the Top
3. Loyalty is Job One
4. Tools Don't Make the Carpenter
5. Can't Fake Culture
6. Five Habits Drive Lasting Success
7. Leaders Matter. A LOT.

Would Customer-Centricity Have Saved the Buggy Whip Industry?

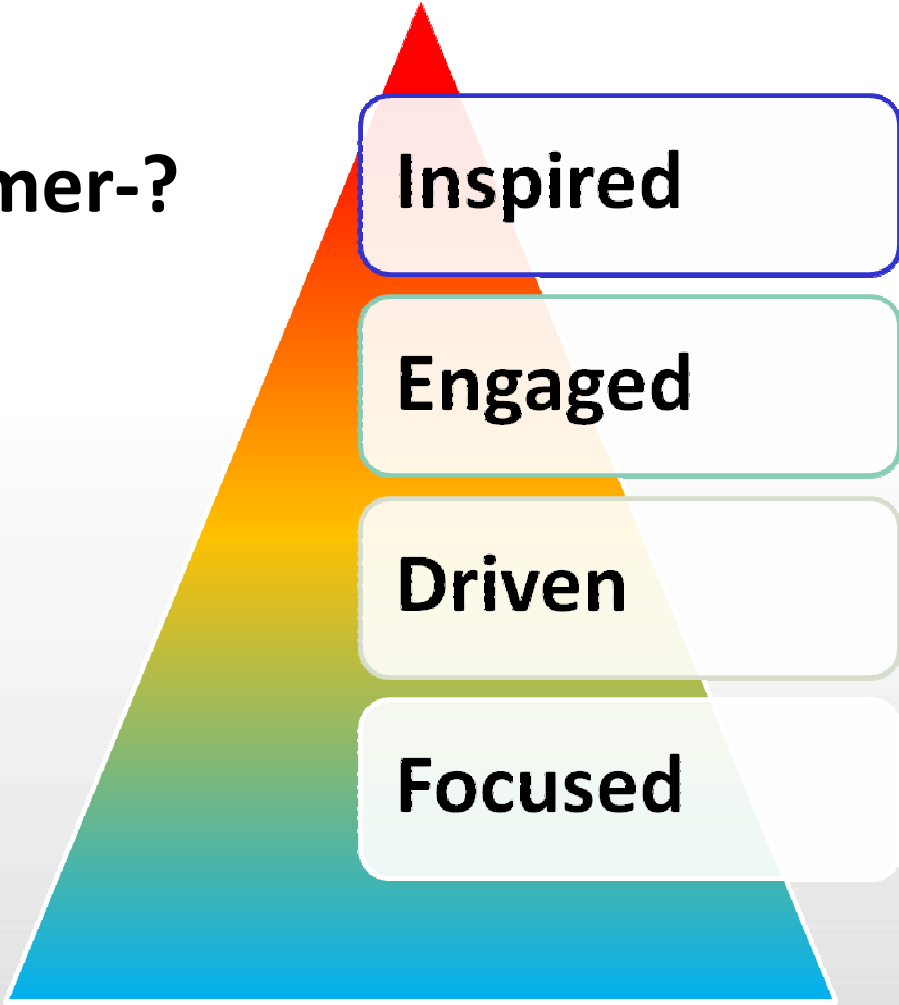




Be Inspired, Not (Just) Driven

Customer-centricity is not binary condition

Customer-?



Tesco was inspired to help consumers shop without a store!

customer
THINK



Subway station in
South Korea





Many Paths to the Top

What is a Customer-Centric Business Strategy?

customer
THINK

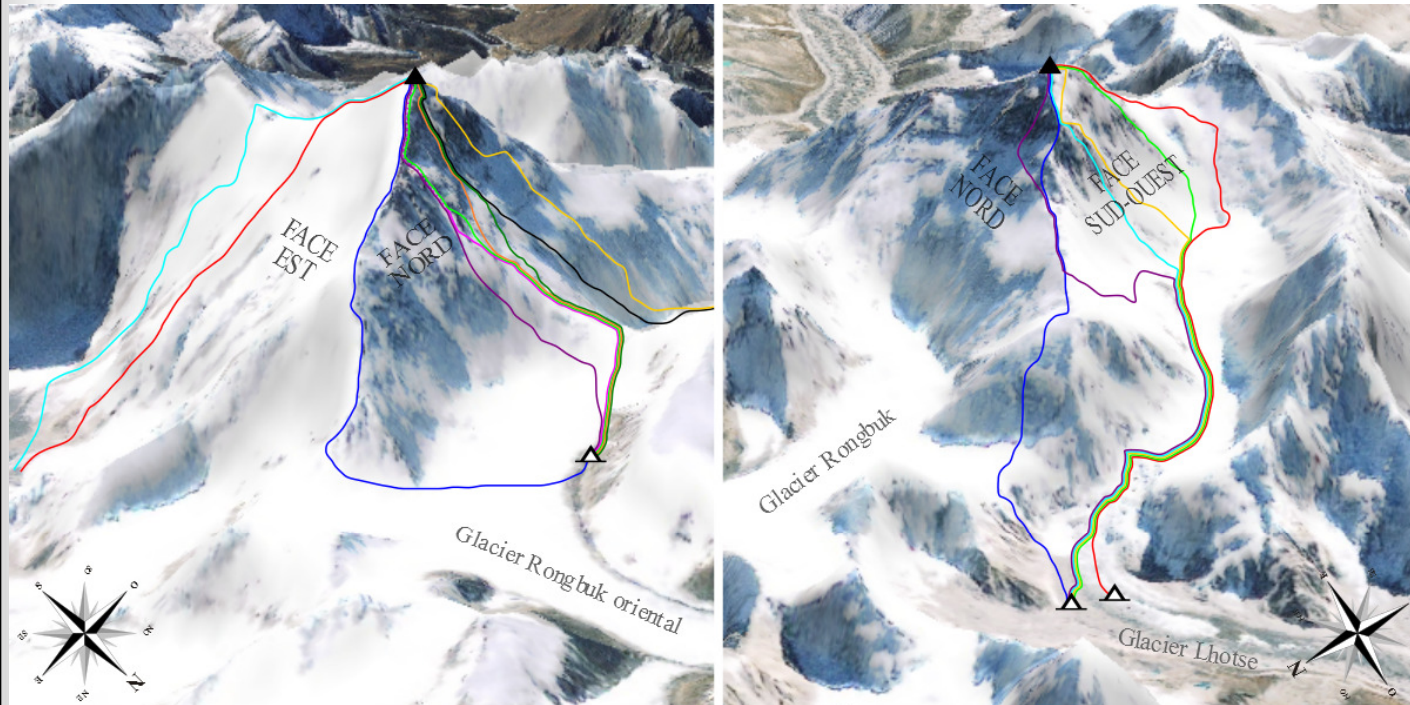
“Delivering the total customer value that drives genuinely loyal customer attitudes and behaviors in a target market, resulting in competitive differentiation and long-term profitable growth for the enterprise.”

-- Bob Thompson

Mega Trends: Seeking a Competitive Edge



The climb is not for the faint of heart



- 1924 Britannique (Mallory et Irvine)
- 1960 Chinoise
- 1980 Japonaise
- 1980 Reinhold Messner (en solitaire)
- 1983 Américaine
- 1984 Américaine
- 1984 Australienne
- 1988 Internationale
- 1995 Japonaise
- 1996 Russe

Voies d'ascensions de l'Everest

- ▲ Sommet
- △ Camp de base



- Britannique (Hillary et Norgay) 1953 —
- Américaine 1963 —
- Britannique 1975 —
- Yougoslave 1979 —
- Polonaise 1980 —
- Soviétique 1982 —

- PRM
- CRM
- CEM
- Outside-In
- Co-Creation
- ODI
- NPS
- Enterprise 2.0
- Social CRM
- SD Logic
- CXM
- Big Data
- RPM
- CBM

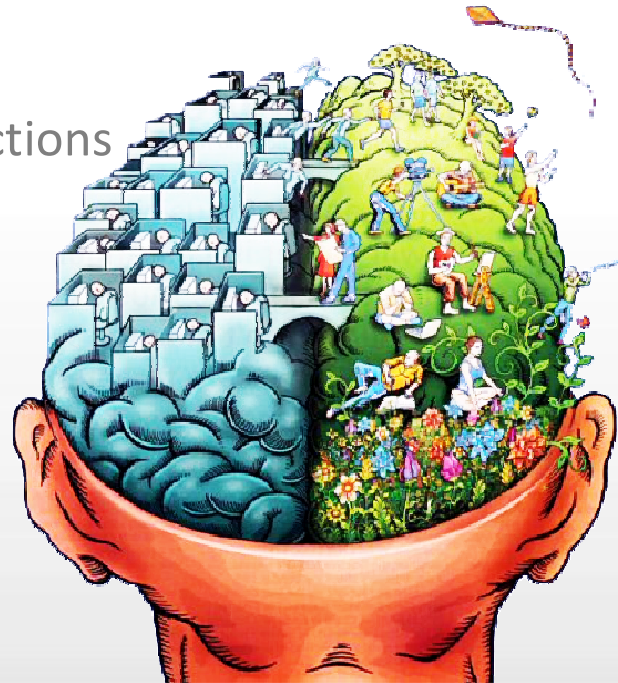
Great businesses need Logic and Creativity

CRM = Left Brain

- Value to Enterprise
- Systems and Transactions
- Functional Value

CEM = Right Brain

- Value to Customer
- People and Interactions
- Emotional Value



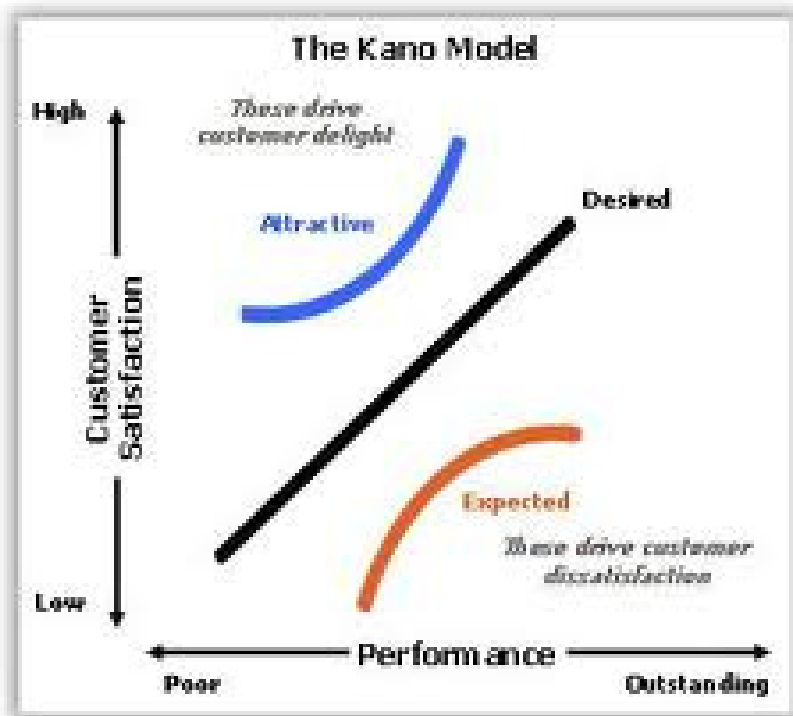


Loyalty is Job One

What's wrong with this picture?



The Devil is in the Details



Source: GfK Customer Loyalty

2011 IT LOYALTY RESULTS



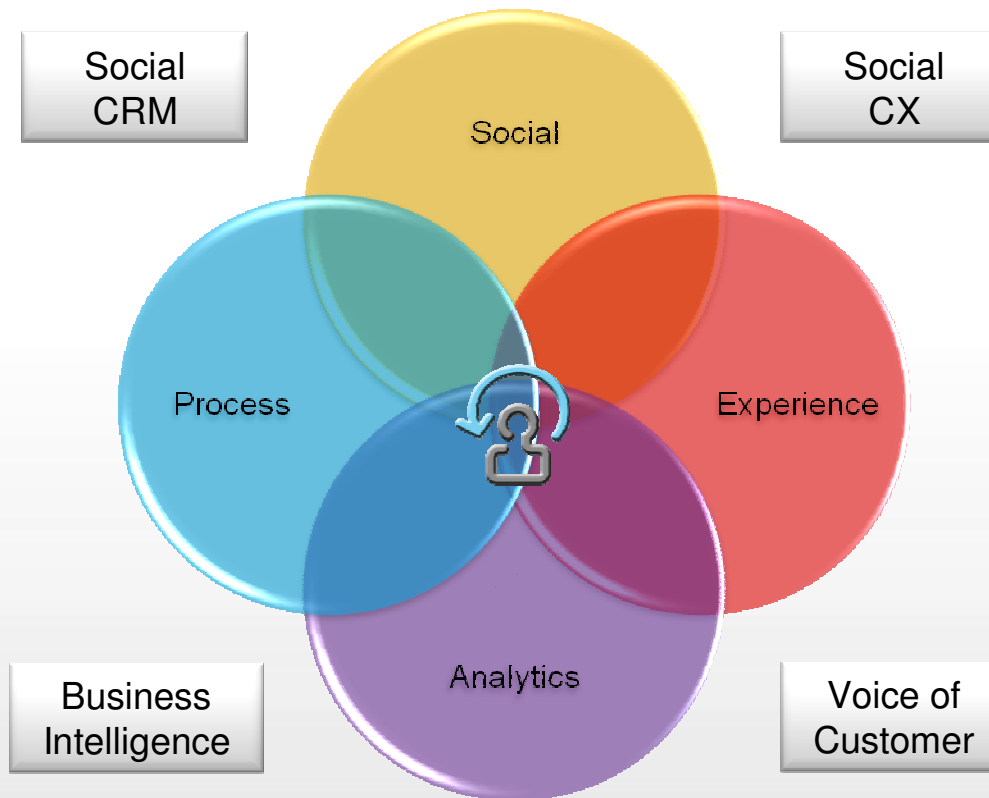
Source: Walker Information



Tools Don't Make the Carpenter

Methods and Tools

**E
M
P
L
O
Y
E
E
S**



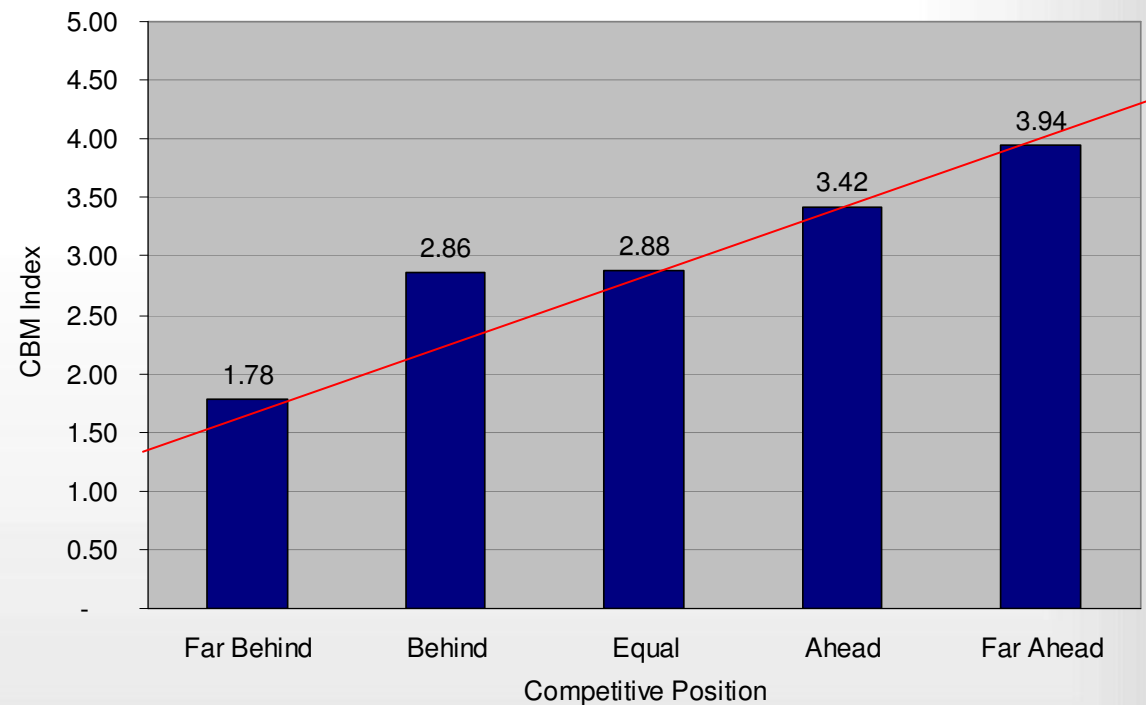
**C
U
S
T
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M
E
R
S**

CBM leaders make stronger competitors

Capabilities

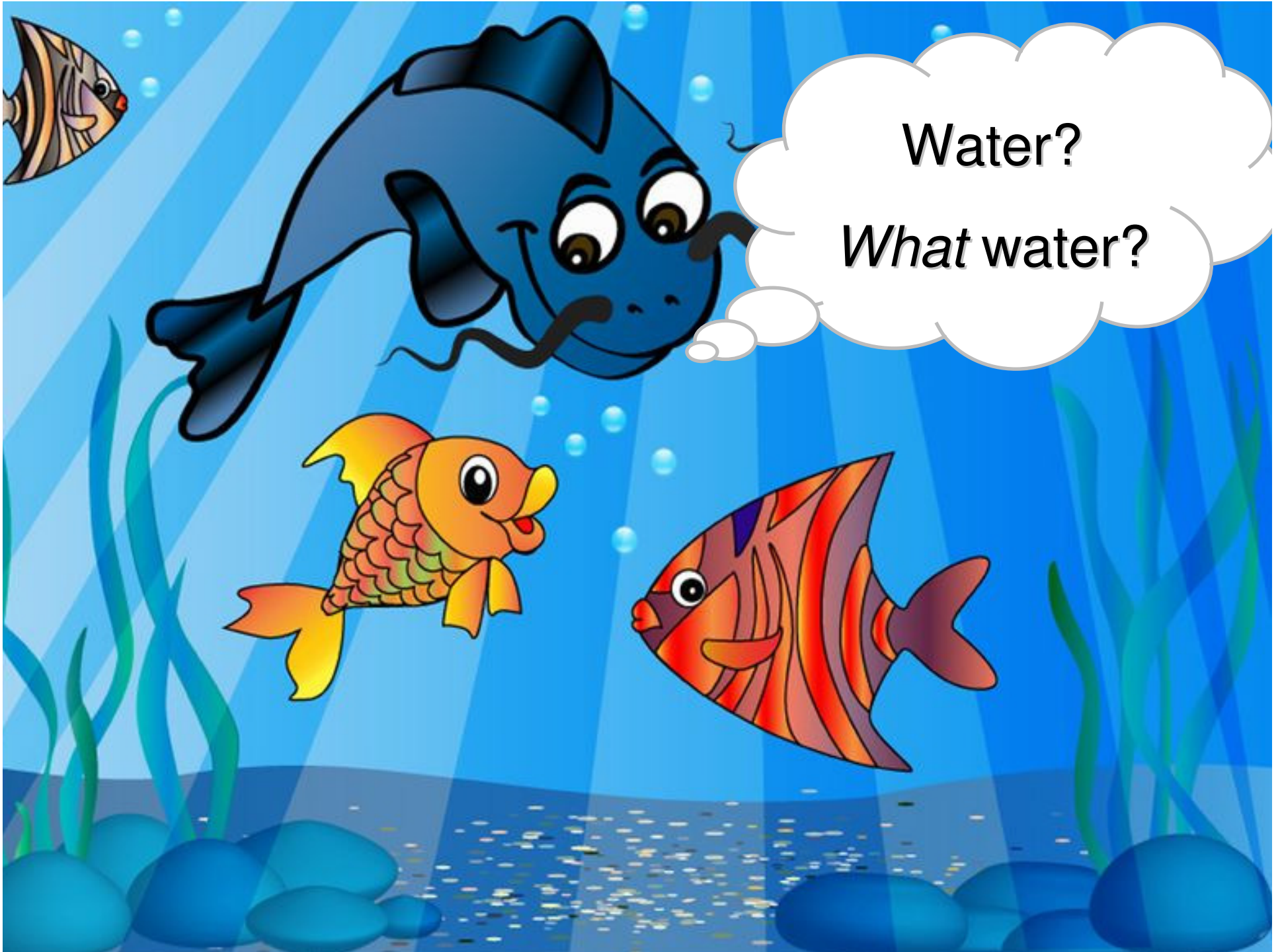
- Customer Strategy
- Metrics & Analysis
- Organization & People
- Process & Experience Design
- Information Technology
- Collaboration

CBM Index by Competitive Position





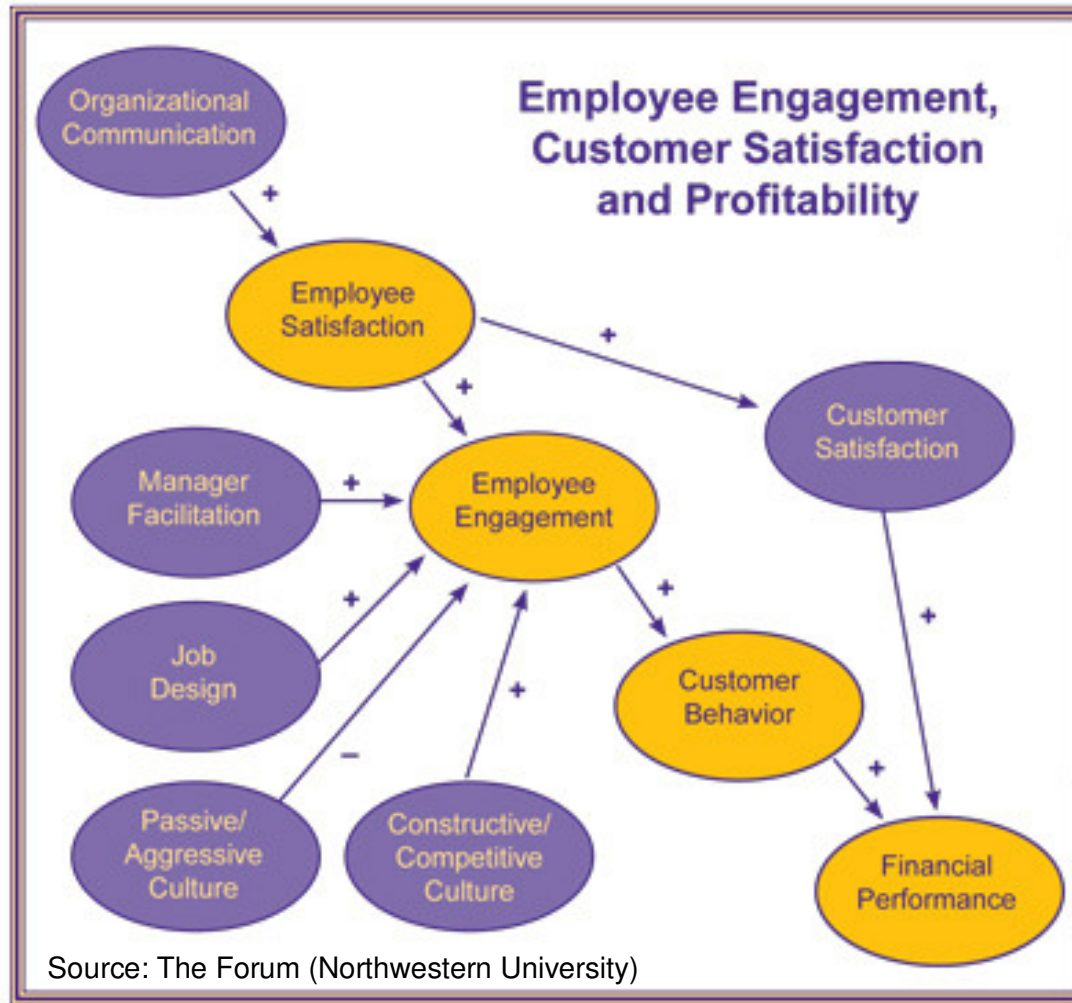
Can't Fake Culture



Water?

What water?

What you don't measure and reward, doesn't get done

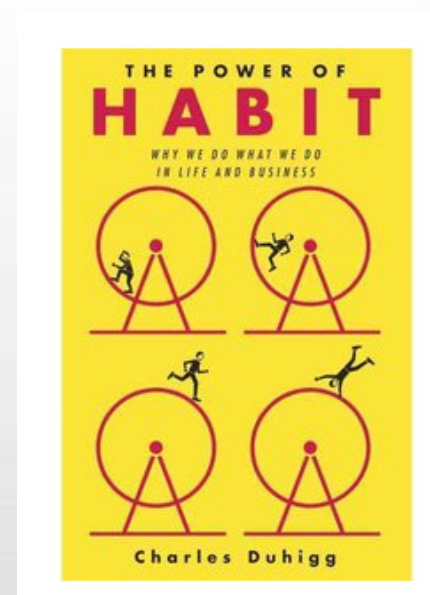
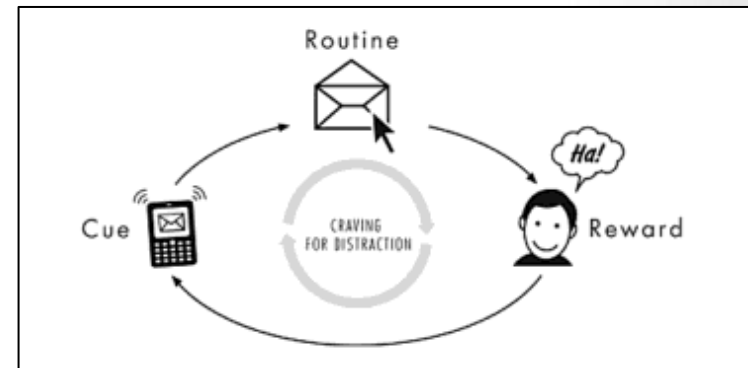


**42% of
companies don't
reward
employees for
loyalty-building
efforts**

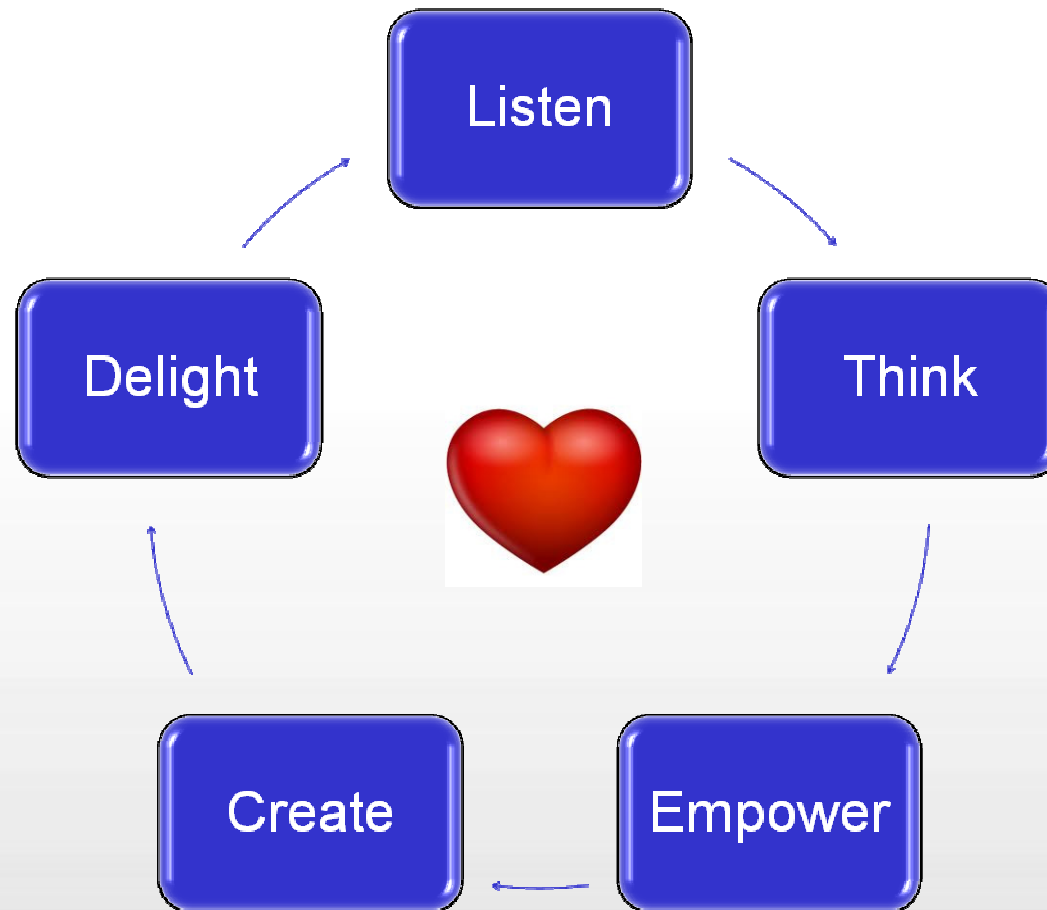
Source: CustomerThink

Five Habits Drive Lasting Success

Habits Turn Good Intentions into Value



Customer-centricity is systematic behavior, not a program, project or platitude



1. Listen: Culture + Enabling Systems

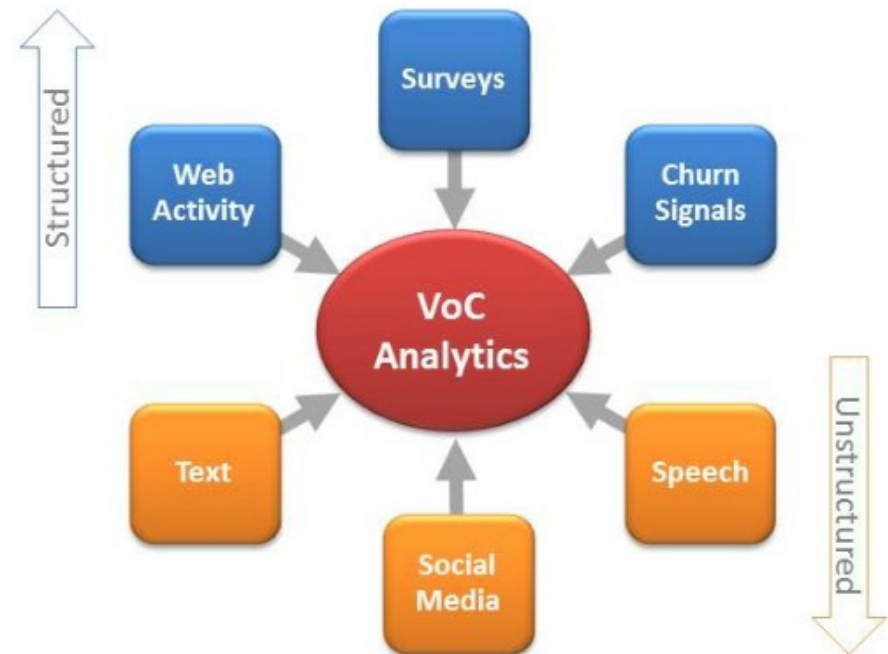


How am I doin'?



Reserved for
customer

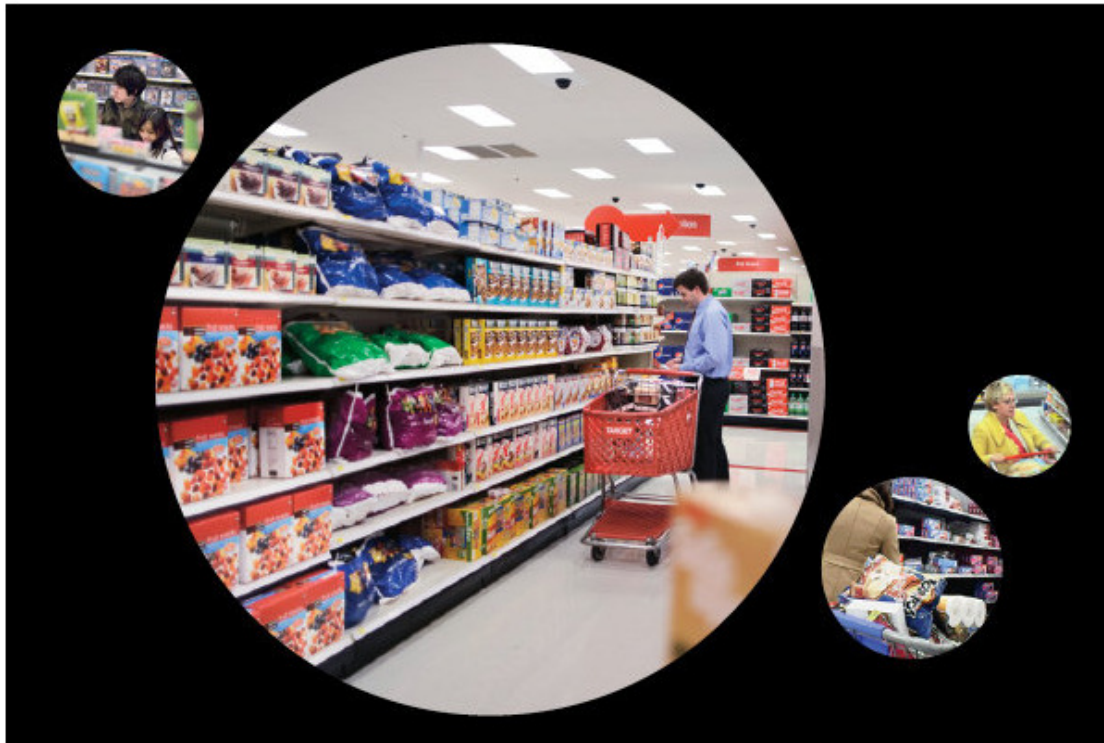
Voice of Customer Command Center



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2. Think: Because Hope is not a Strategy

How Companies Learn Your Secrets



Antonio Bolfo/Reportage for The New York Times

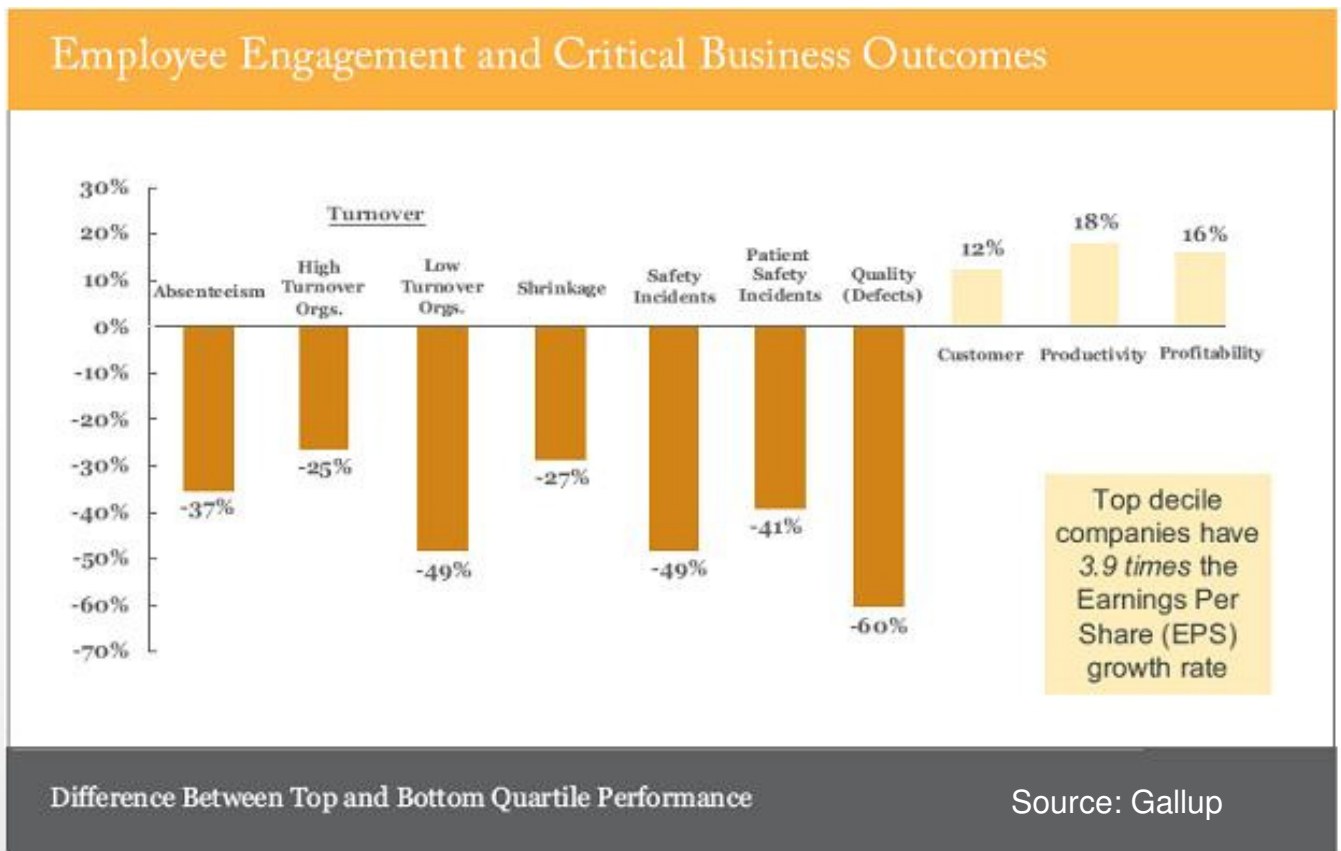
By CHARLES DUHIGG
Published: February 16, 2012 | 570 Comments

Source: NY Times





3. Empower: Enable engaged employees to take ownership, serve customers



4. Create: Value for Customer and Company

Continuous Improvement

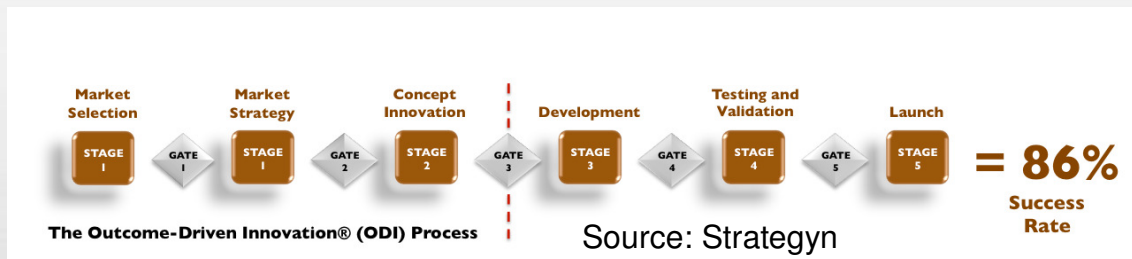


Kaizen - continuous improvement

Source: <http://www.thetoyotasystem.com>



“Jobs to Be Done”



5. Delight: Exceed Expectations, Be Remarkable!

Attributes of companies that deliver
“consistently excellent customer experiences”

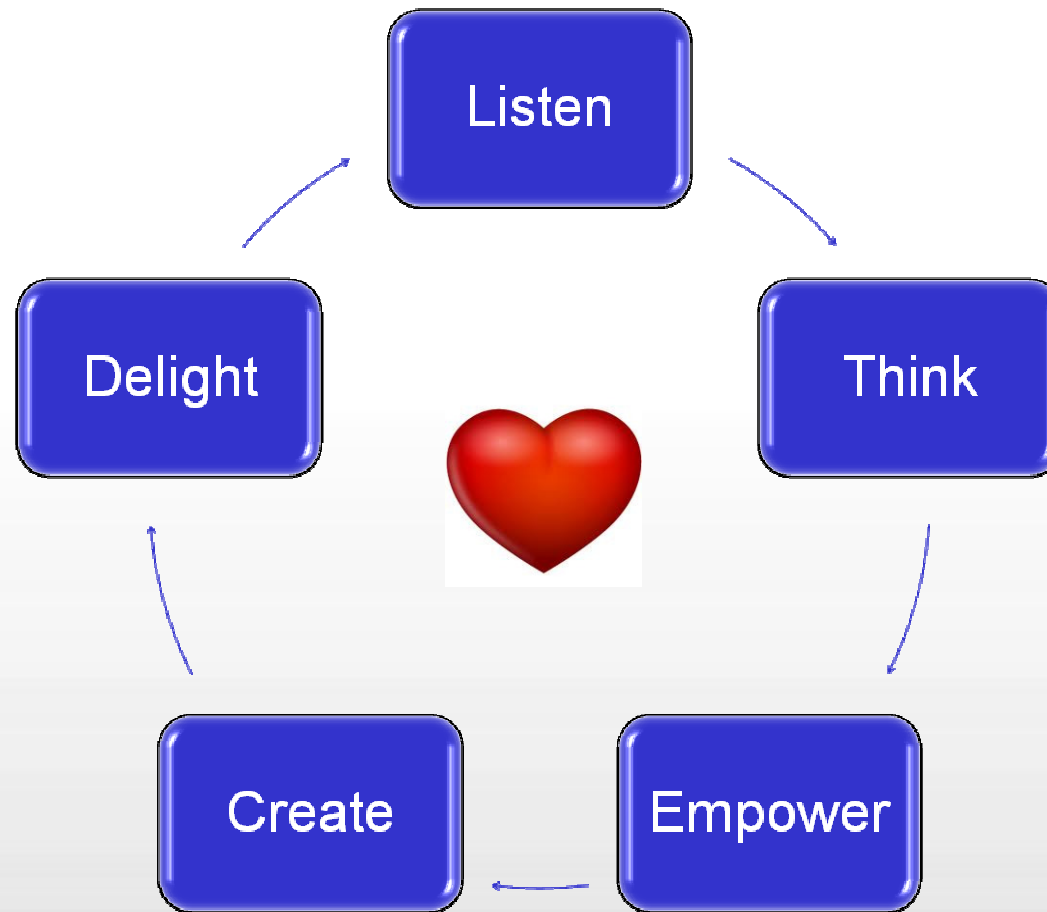
1. Well-trained and Helpful Employees
2. Excellent Customer Service
3. High-Quality Goods and Services
4. Friendly and Caring Employees
5. Personal Attention, Reward for Loyalty



Source: CustomerThink



Rinse and Repeat!





Leaders Matter. A LOT.

Success and failure are not (necessarily) permanent

Gone



Recovered



Stumbling



Performance = Leadership + Habits



“Our vision is to be earth’s most customer centric company; to *build a place where people can come to find and discover anything they might want to buy online.*”



Who is your Chief Customer Officer?





Thank You!

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