

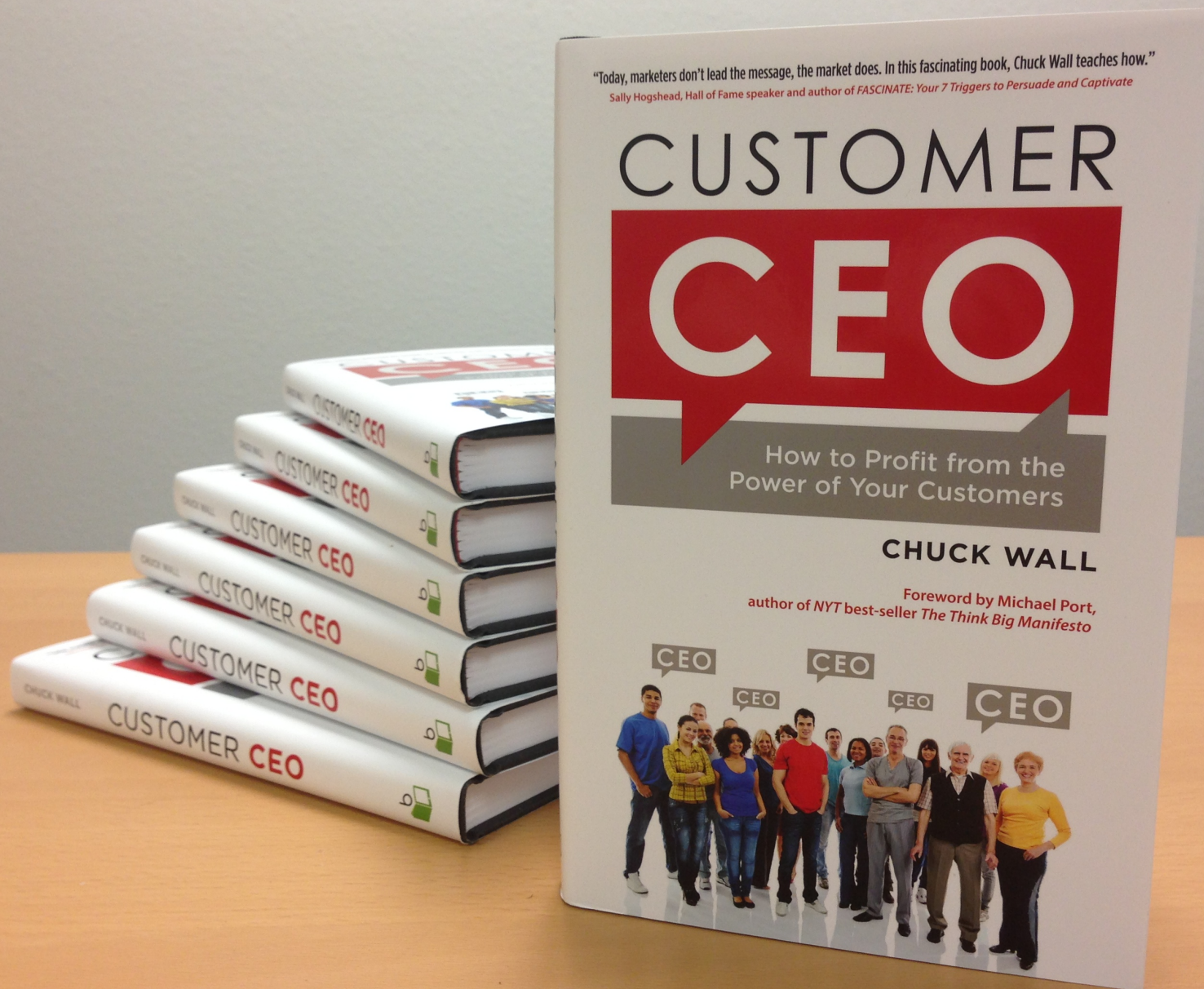
BECOMING A CUSTOMER CEO CHAMPION

COURSE WORKBOOK



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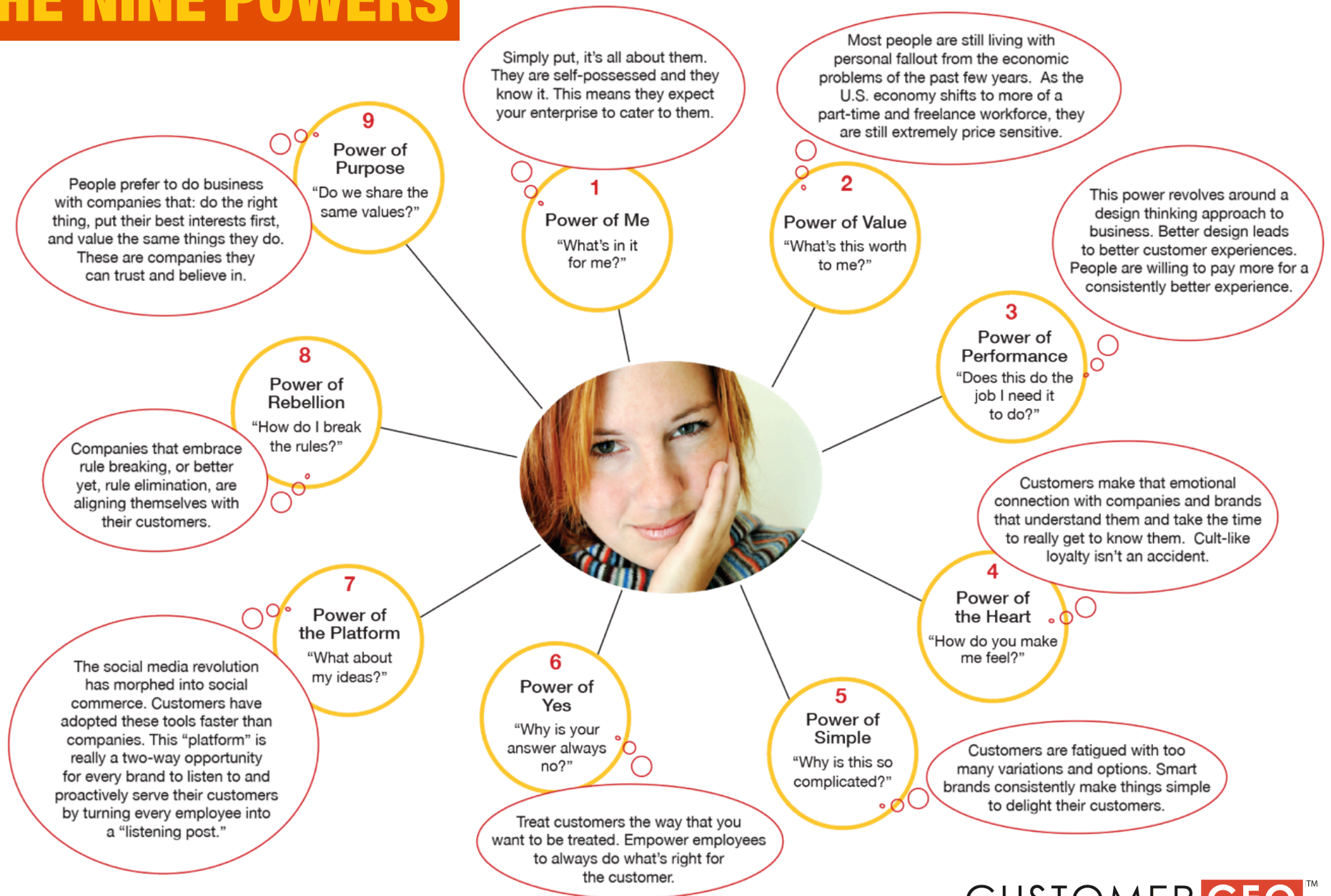


SECTION 2

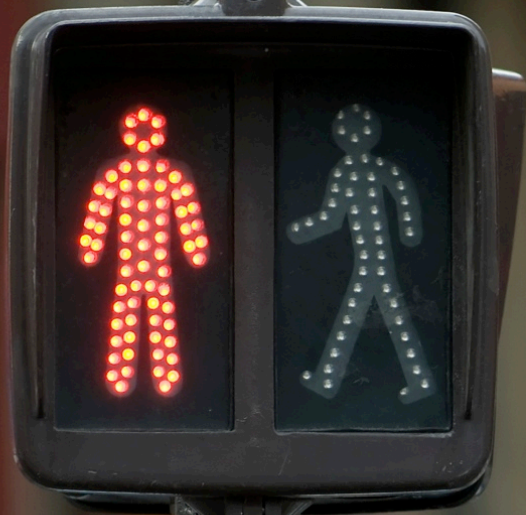
MEET CUSTOMER CEO



THE NINE POWERS



CUSTOMER **CEO**™



STOP
LOOK
LISTEN

STOP viewing
everything
from
your own
point of view.

LOOK

at
things
from
your customers'
point of view.

LISTEN

for
what your
customers
really
need.

THE CUSTOMER ENGAGEMENT PYRAMID

Four key emotional elements – Confidence, Integrity, Pride and Passion, along with the other rational elements associated with customer satisfaction.

CUSTOMER INSIGHT

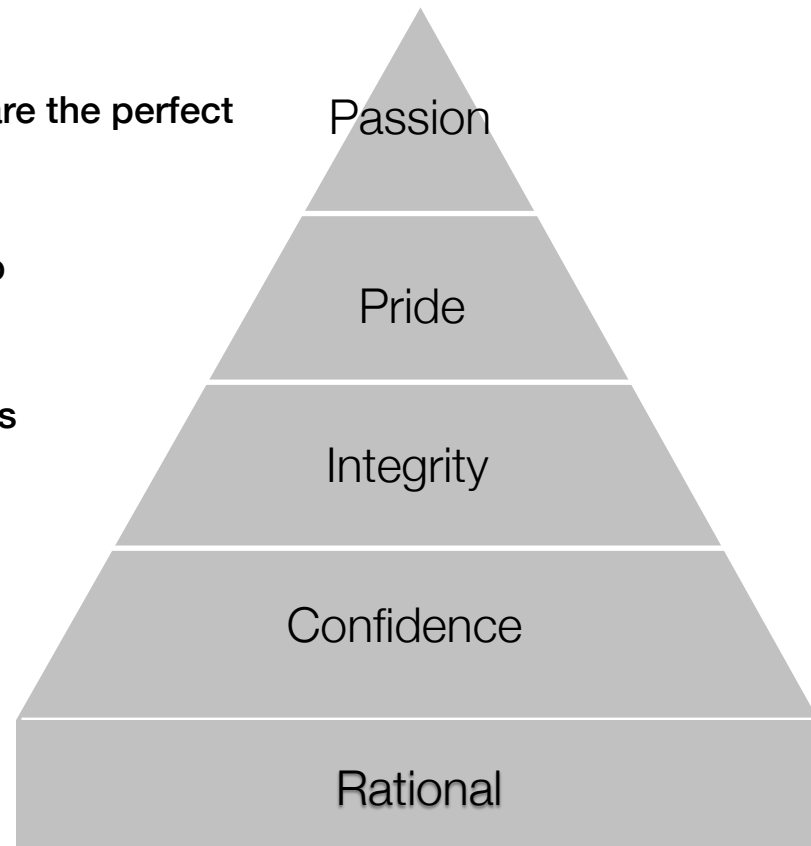
“Can’t imagine a world without you. You are the perfect company for people like me.”

“Treats me with respect and I feel proud to be a customer.”

“Fair resolution of my problems and always treats me with respect.”

“Always delivers on promises. They are a name I can always trust. ”

“I am satisfied, likely to continue and will recommend.”



SOURCE: GALLUP, INC.

WHAT'S CUSTOMER INSIGHT?

An **illuminating discovery** of either obvious or hidden **customer needs and values** that any enterprise can use to create **exceptional customer value** and **decisive competitive advantage**.

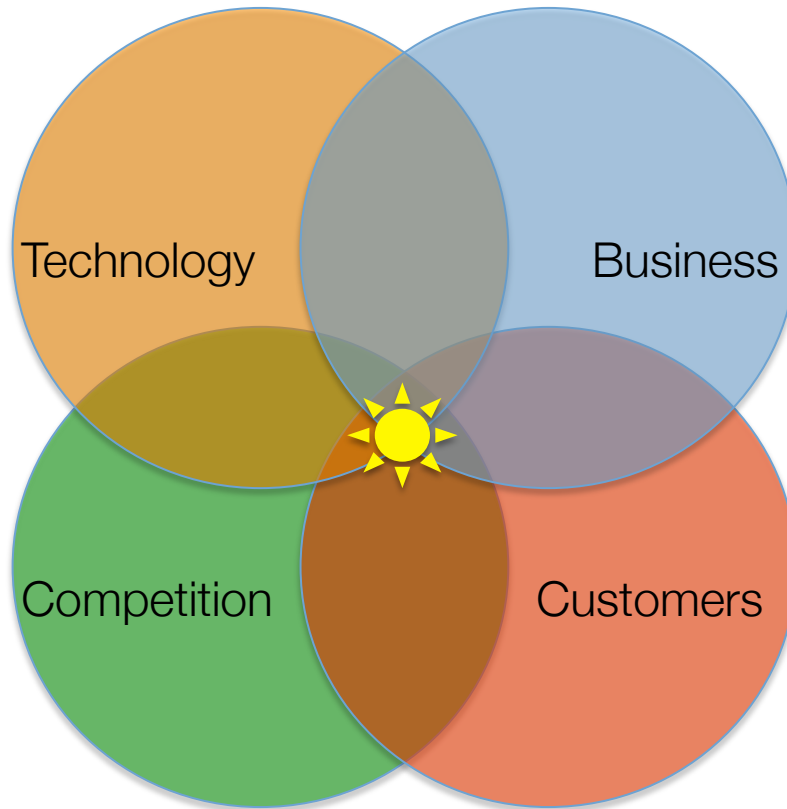
THE 4 SPINNING PLATES

Technology

- Key Trends
- Engineering Analysis
- Statics & Dynamics
- Electronics & Mechatronics
- Programming Methodology
- Bioengineering
- Materials
- Thermodynamics
- Chemical Engineering
- Web Analytics
- Big Data

Competition

- Market Forces
- Key Trends
- Entrepreneurship
- Strategy
- Pricing
- Promotion
- Products
- Services
- Experiences



Business

- Macro-Economic Forces
- Industry Forces
- Key Trends
- Accounting
- Finance
- Economic Analysis & Policy
- Human Resources
- Operations
- Information Technology
- Marketing

Customers

- Psychology
- Anthropology
- Sociology
- Ethnography
- Need-Finding
- Customer Segmentation
- Existing Customers
- Future Customers (Non-Customers)

PRODUCT CENTRIC COMPANY

STRATEGY
CREATE THE BEST

CULTURE
NEW PRODUCTS



PROCESSES
NEW PRODUCT DEVELOPMENT

VS.

CUSTOMER CENTRIC COMPANY

STRATEGY
SOLVE CUSTOMER PROBLEM

CULTURE
FILL NEEDS + ENGAGE



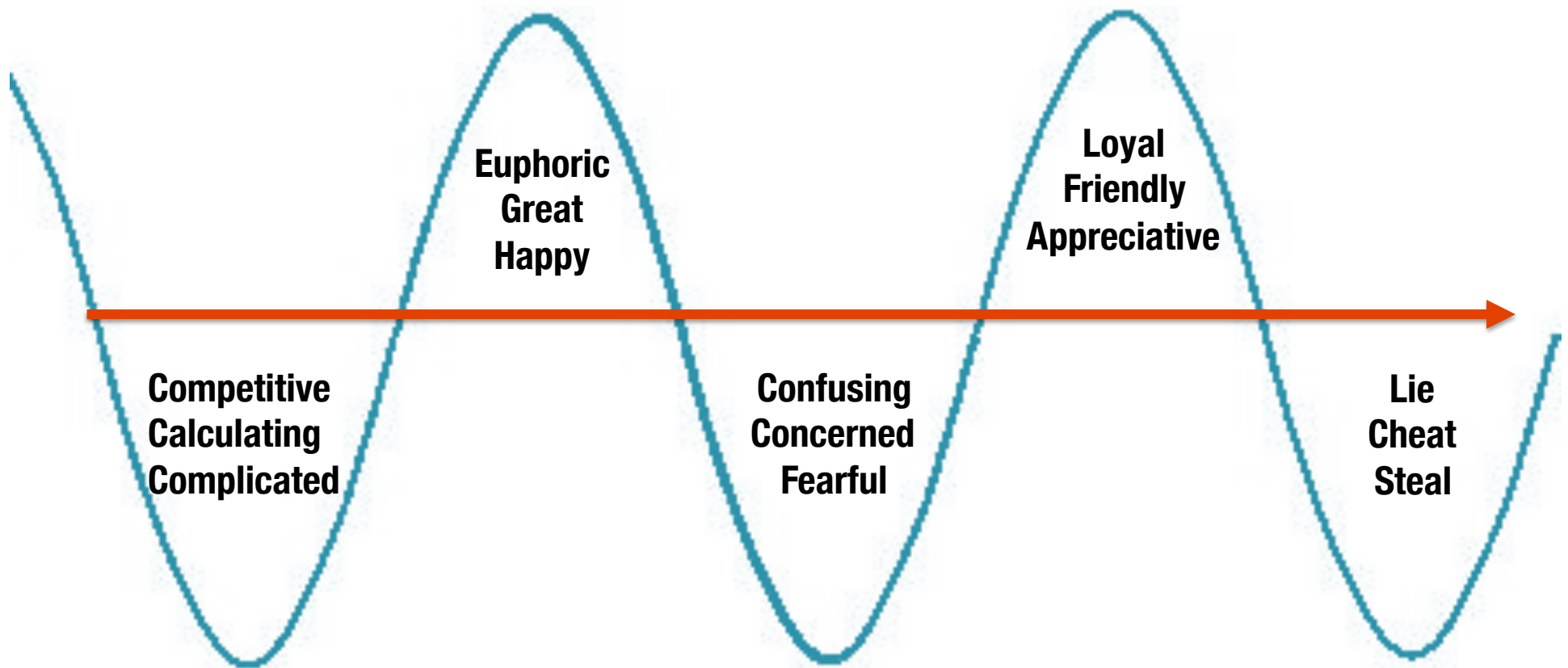
PROCESSES
GAIN INSIGHT + MANAGE EXPERIENCES

SECTION 2

CUSTOMER **CEO**TM **POWER OF ME**



Your Customer Rollercoaster



The Upside-Down Org Chart



Everyone required to serve them with excellence.

Your Power of Me Building Blocks

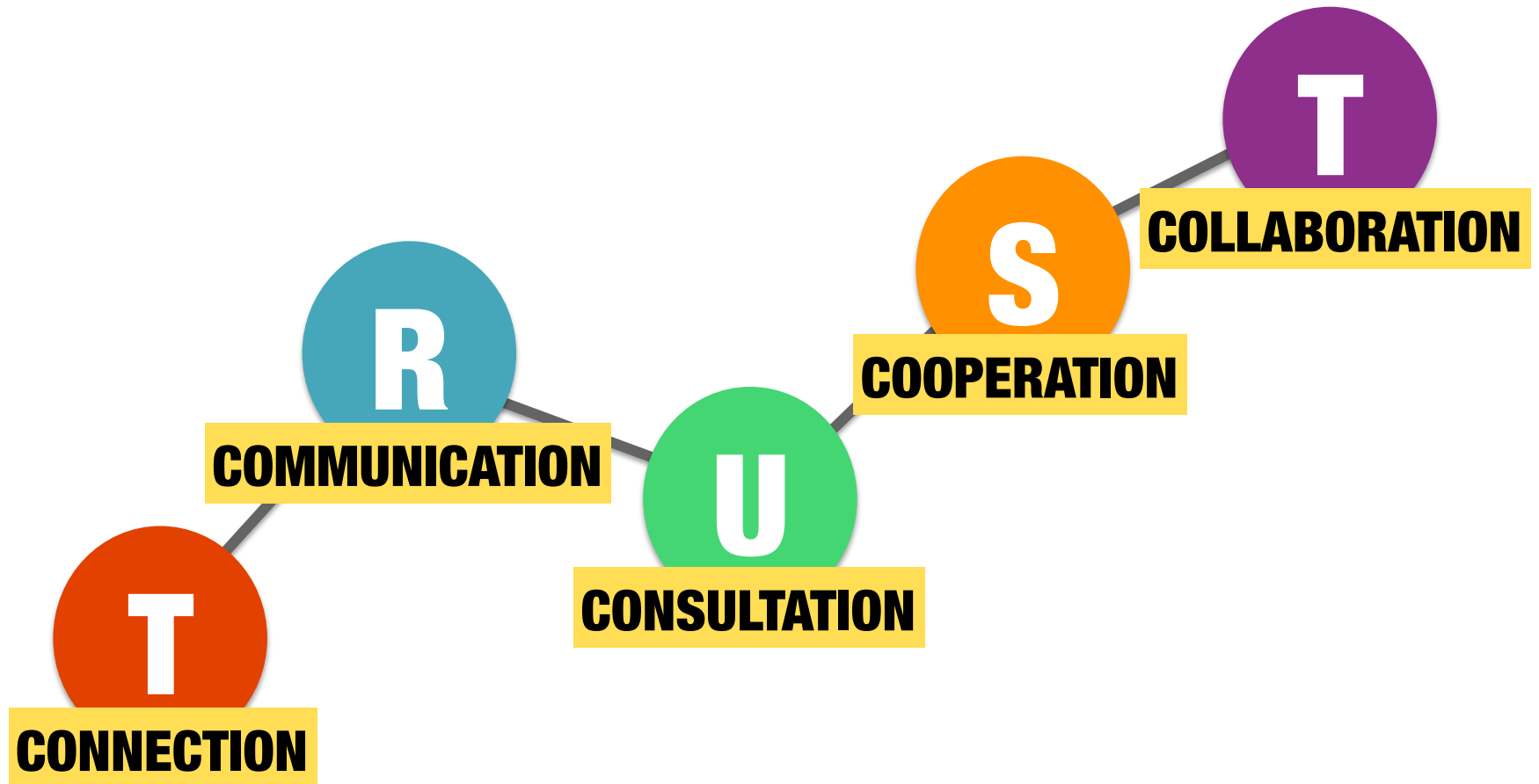
We
are trustworthy.

We
will keep raising
the bar to
delight.

We
will consistently
deliver.

We
will succeed
together.

CUSTOMER CEO FIVE C'S TO TRUST

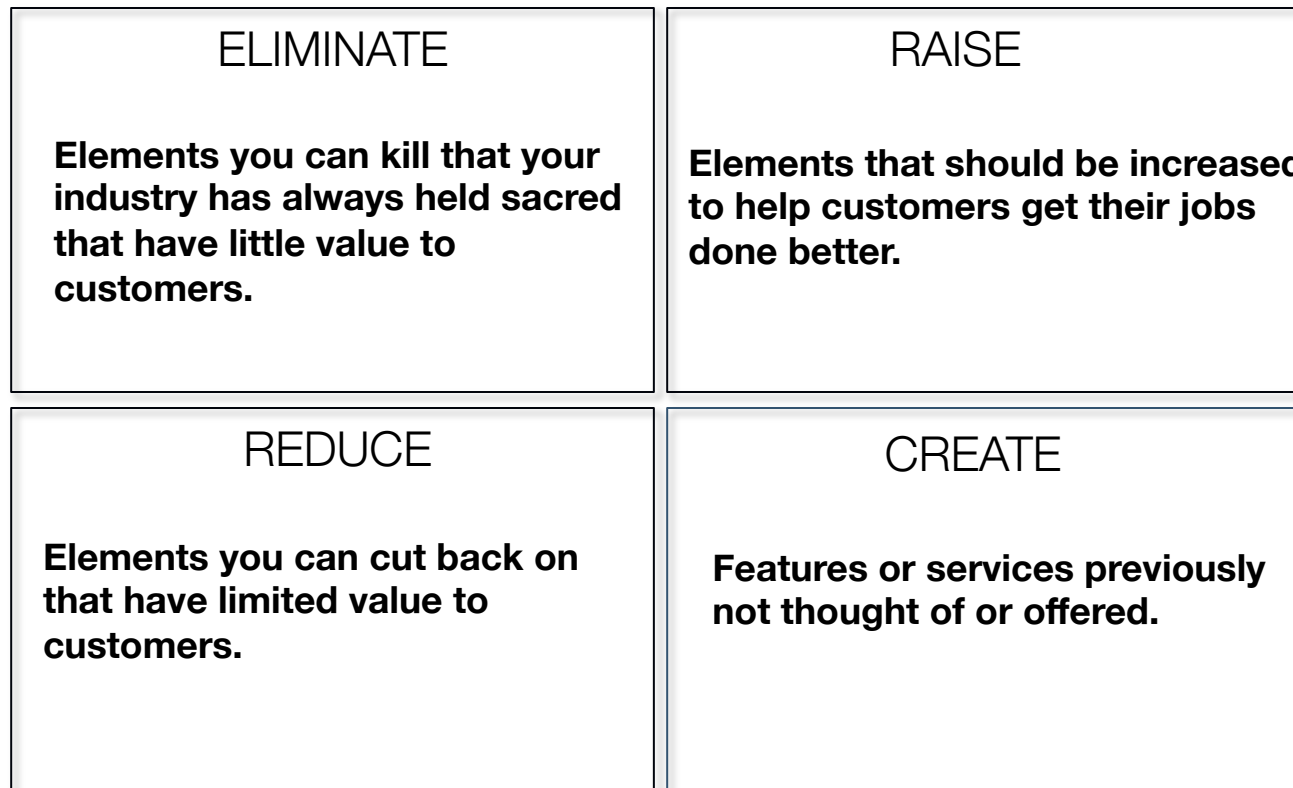


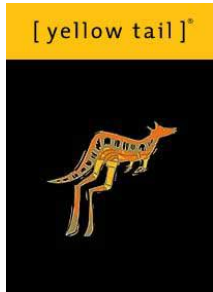
SECTION 3

CUSTOMER **CEO**TM **POWER OF VALUE**



Customers will lead you to the value that matters most.





ELIMINATE

- **Obscure wine terminology**
- **Aging qualities**
- **Traditional mass market marketing**

RAISE

- **Price versus budget wines**
- **Retail store involvement**

REDUCE

- **Wine complexity**
- **Wine range**
- **Vineyard prestige**

CREATE

- **Easy to drink**
- **Ease of selection**
- **Fun & adventure**

SECTION 4

CUSTOMER **CEO**TM **POWER OF PERFORMANCE**



Customers

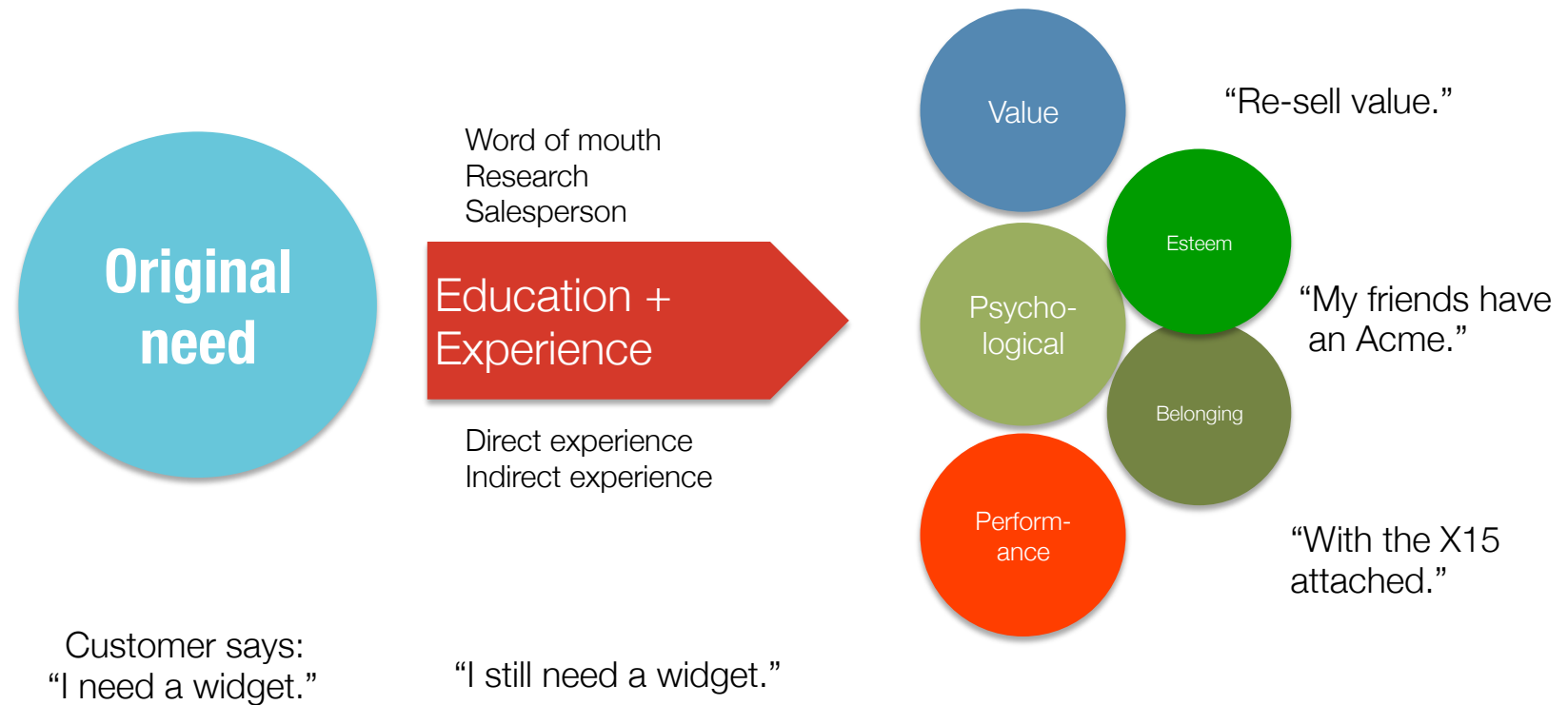
- **Skeptical of a new product's performance**
- **Unable to see a need for it**
- **Satisfied with status quo**
- **Over-value current product benefits by factor of three**

**9x
Effect**

Companies

- **Convinced their innovation works**
- **See a need for the product**
- **Dissatisfied with the existing alternatives**
- **Over-value new product benefits by factor of three**

Developing Needs



Somehow in this matrix, they make a decision.

Needs vary by the customer's level of sophistication. Some customers have only a single primary need or multiple needs.

Some are fully aware of their need, while for others, it's latent and not yet fully developed. When you understand the underlying job they are trying to get done, you can better tailor a solution for them.

1

Vision:

a projection of the company into the future; a big idea to aspire to.

2

Disruption:

a radical new idea to help reach the vision faster

3

Convention:

a widely held belief



18 Important Performance Questions (Among Many Others)

How long does it take them to find the products they need?

Is the place of purchase easily accessible?

How much time does it take?

How long will it take to get delivery?

How difficult is set up?

How difficult is financing?

How much training will they need?

How effective are the product features and functions?

Did they get more power/performance than really needed? Not enough? Are they regretting this purchase?

Do they need other products and services to make it work?

If so, how much will that cost?

How much pain will that cause them?

How easy is it to maintain and upgrade?

How costly is all this maintenance? Why didn't you tell them that to start with?

What's the resell market?

SECTION 5

CUSTOMER **CEO**TM

POWER OF THE HEART



Meet The Business Brain

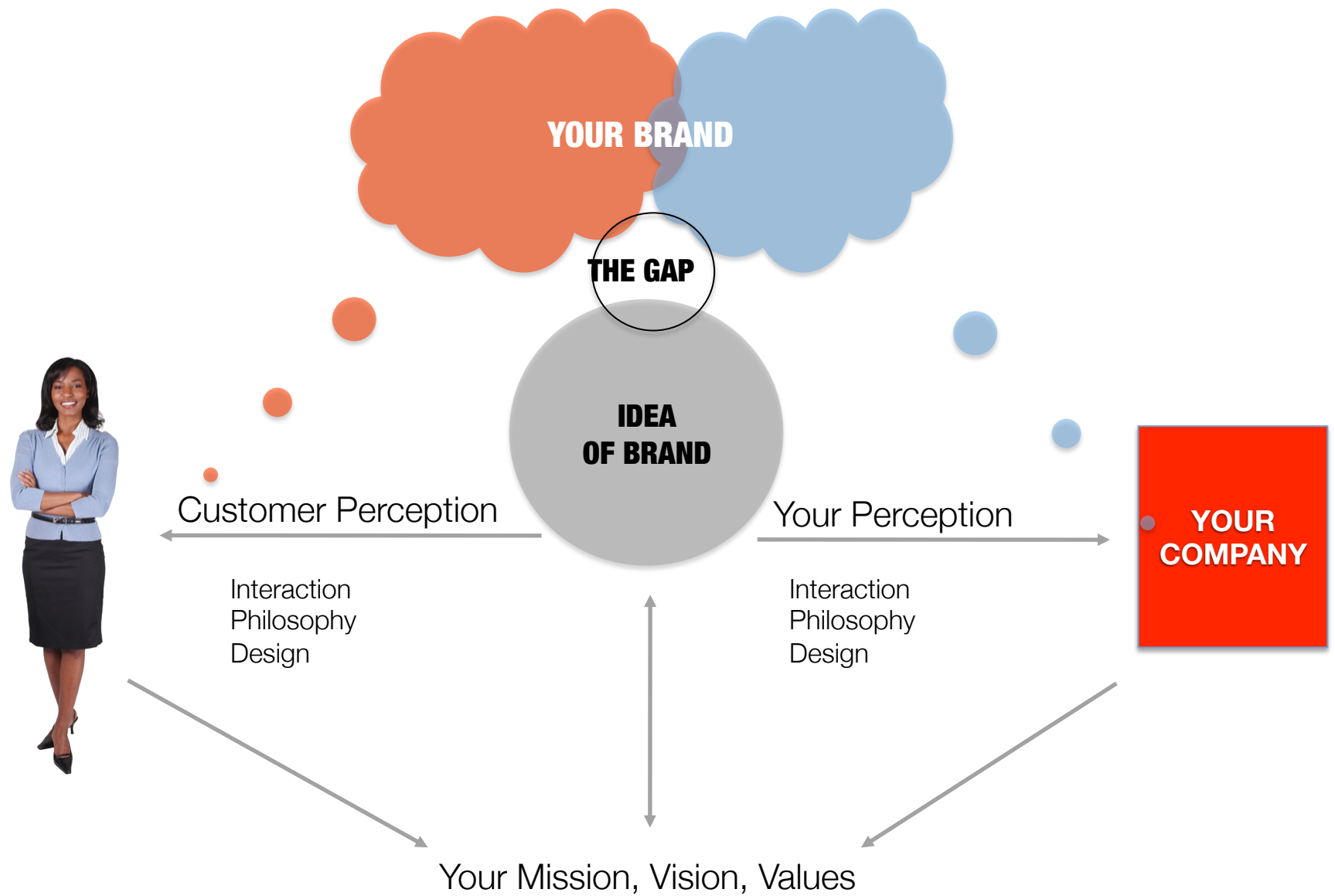
Left side
Analytical
Calculating
“Just the facts”





Meet The Non-Business Brain

Right side
Creative
Emotes
“What are you feeling?”

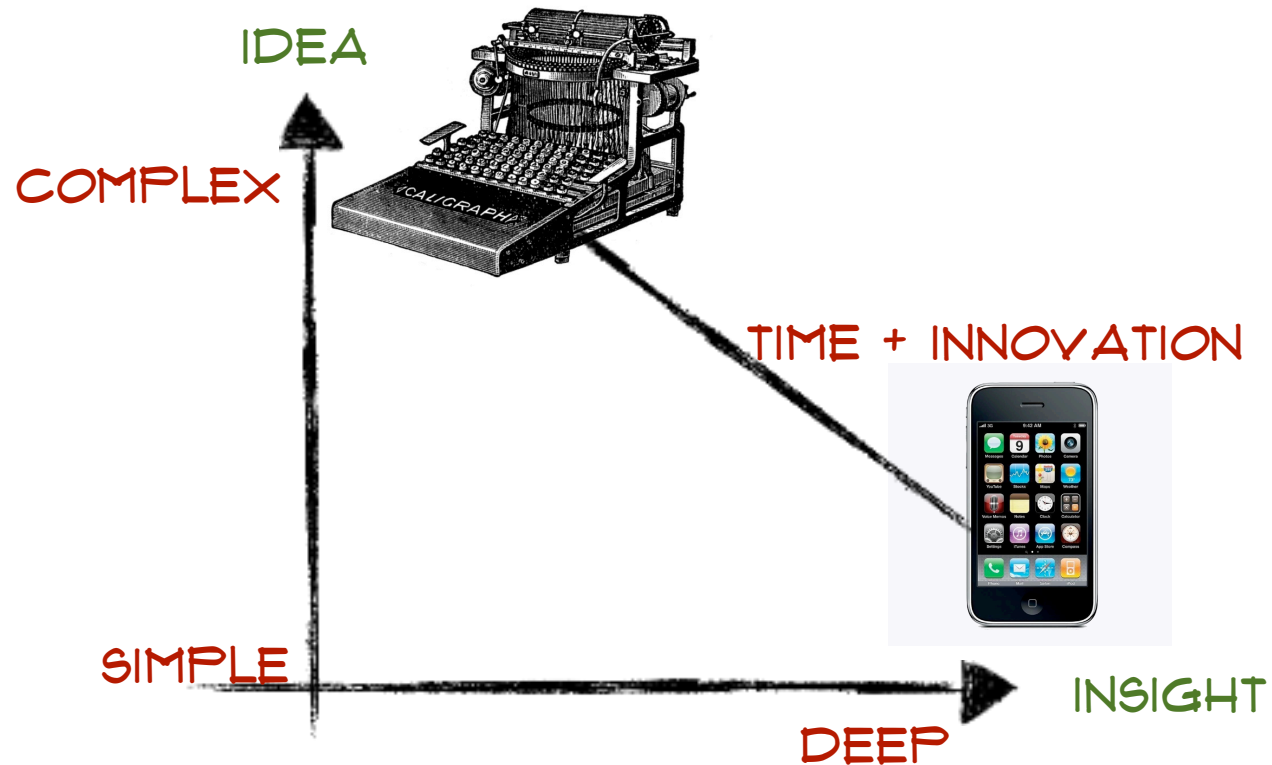


SECTION 6

CUSTOMER **CEO**TM **POWER OF SIMPLE**



How Simple Can You Make It?



SECTION 7

CUSTOMER **CEO**TM **POWER OF YES**



The Experience Triangle



The Power of Yes in Action



Apple sales associates are taught an unusual sales philosophy: not to sell but rather to help customers solve problems.

The job is to understand all of the customer needs, some of which they may not even realize they have.



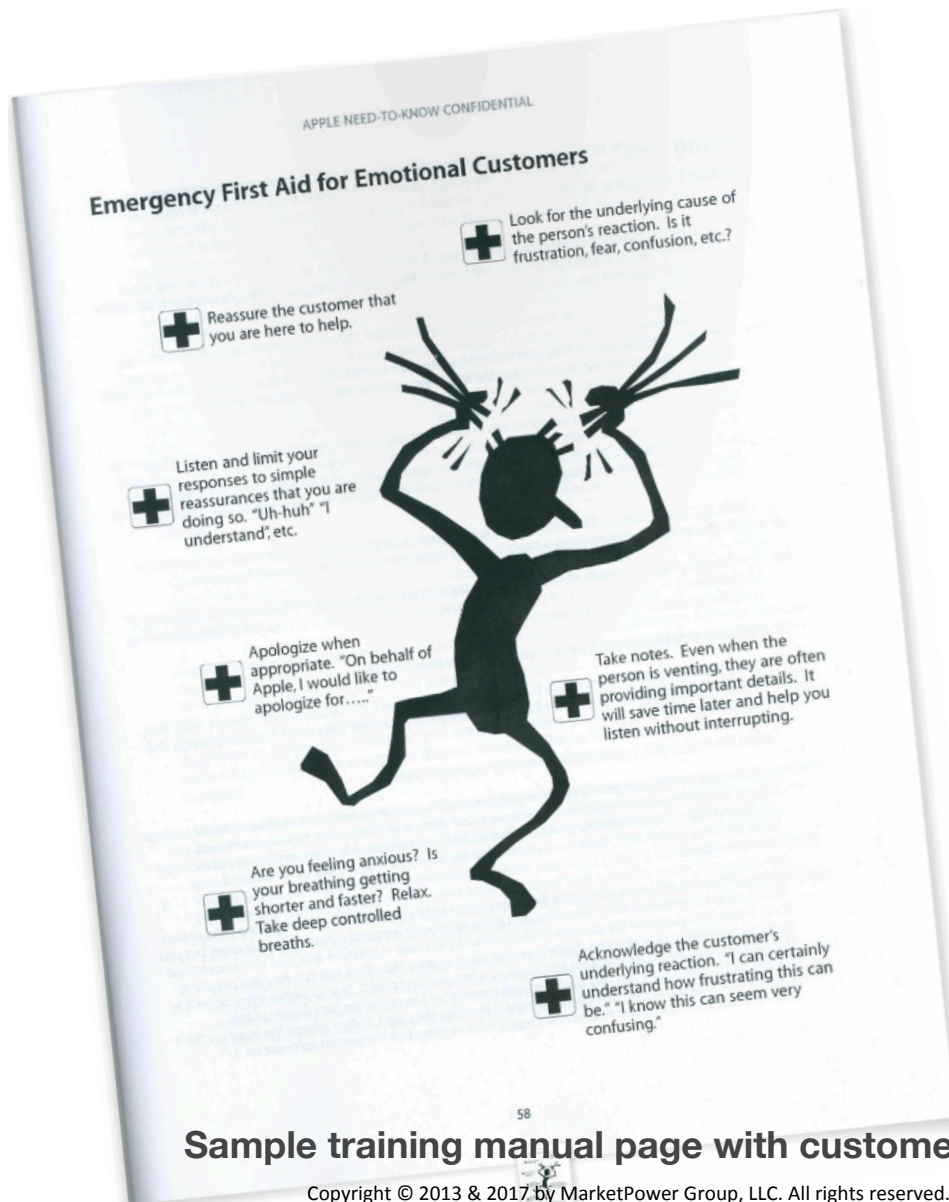
They are taught to never try to close a sale. It is about finding solutions for a customer and finding their pain points.

The Power of Yes in Action

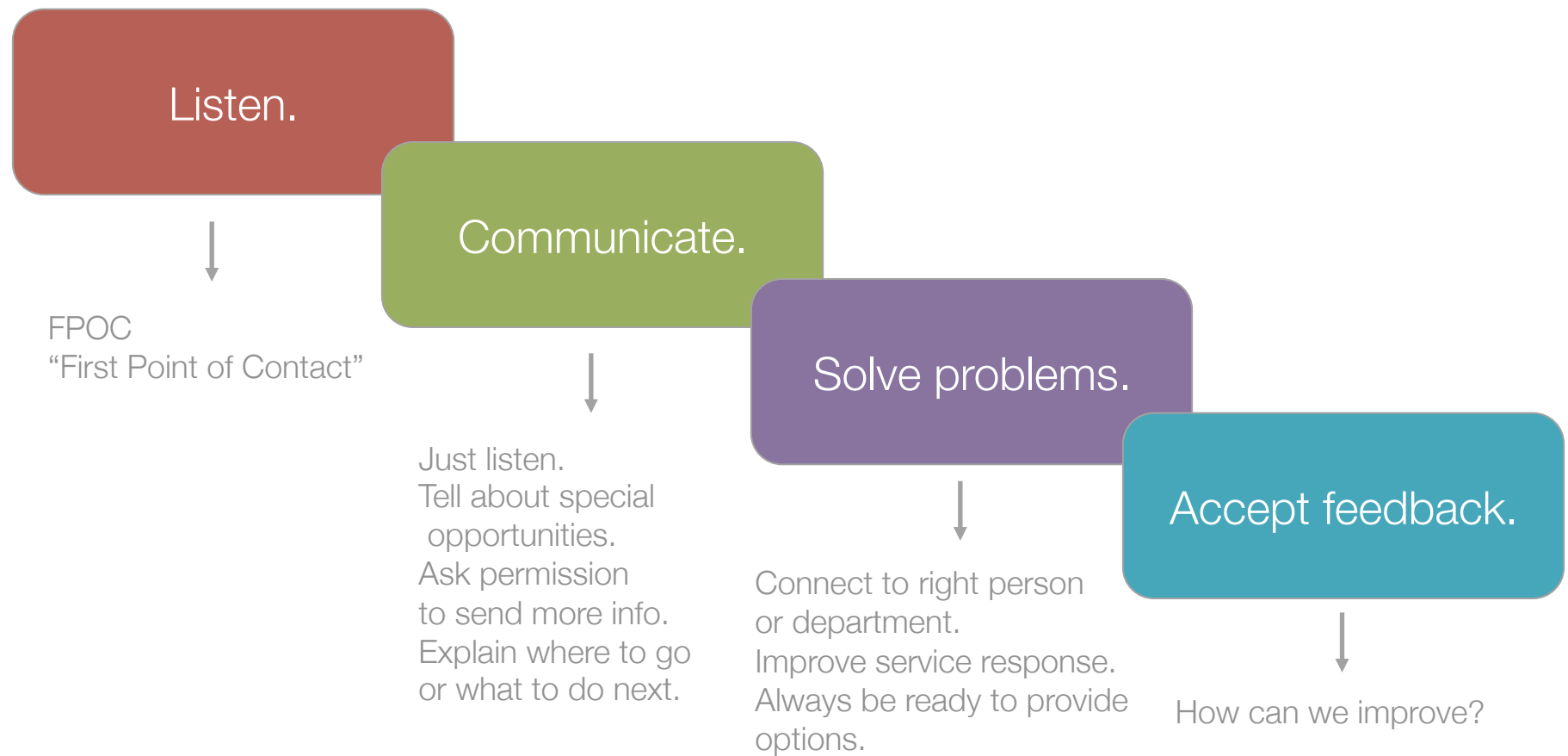


Apple lays its “**Steps of Service**” out in the acronym **APPLE**.

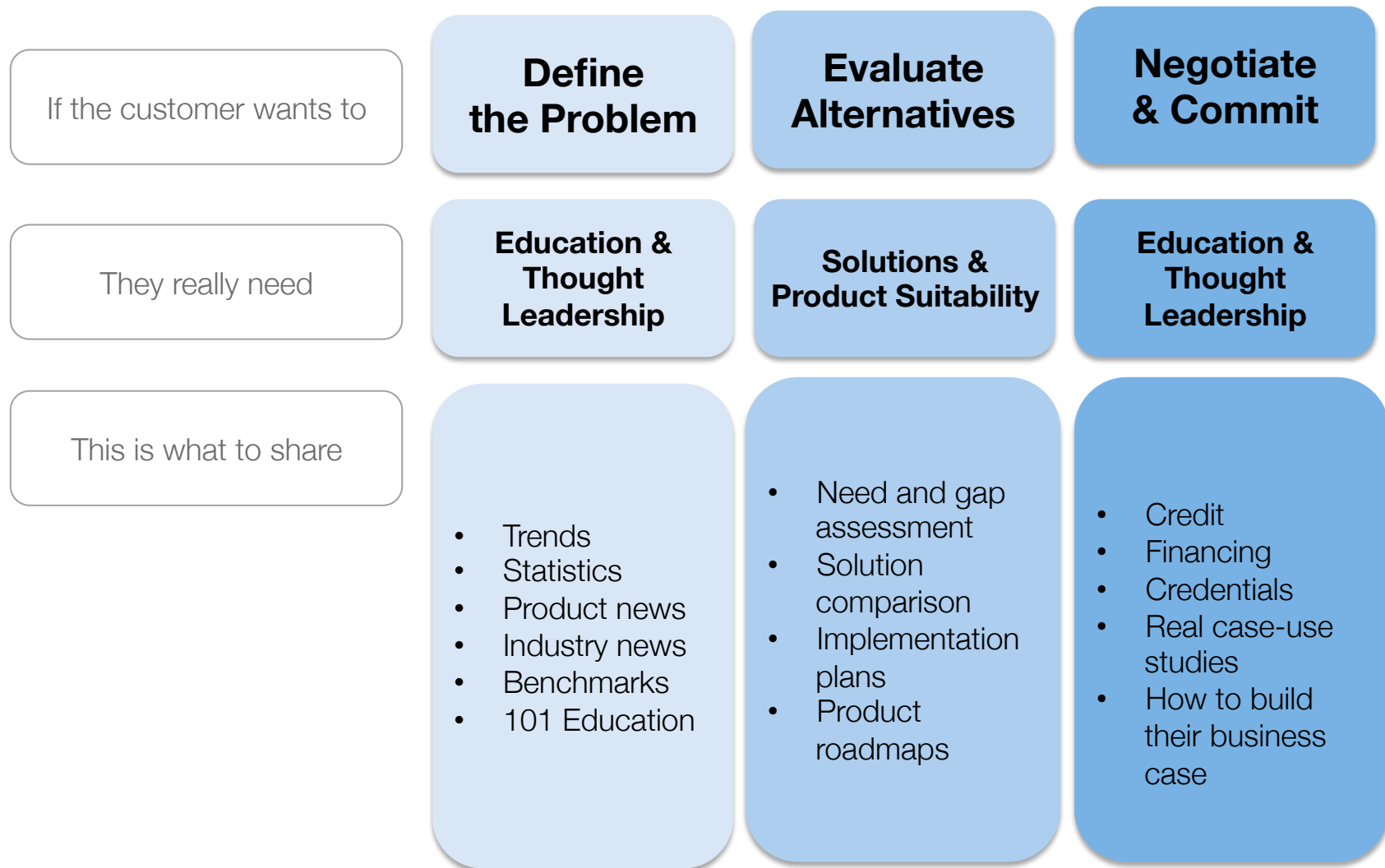
- **Approach** the customer with a personalized warm welcome.
- **Probe** politely to understand all the customer needs.
- **Present** a solution for the customer to take home today.
- **Listen** for and resolve any issues or concerns.
- **End** with a fond farewell and an invitation to return.



Sample training manual page with customer icon



Different customers will have different needs



GREEN: Friendly, non-confrontational	• Emotional • Looks for comfort • If there is a problem, willing to forgive	• Appreciates explanation • Seeks guidance • If problem: “We’re so sorry this happened. We want to make our relationship right again.”
RED: Hot, confrontational	• Aggressive • Angry • Overly demanding	• Provide options • Don’t react if you are blamed • If problem: “It was our mistake and here’s what we can do about it.”
BLUE: Cool, seeker of information	• Unemotional • Rational • Strictly business	• Acknowledge their issue • Answer their questions • If problem: “We want to solve it quickly.”

Matching the Customer's Emotion

Natural	Are natural
Angry	Show concern
In a panic	Show a sense of urgency
Friendly	Are cheerful
Overburdened	Show sympathy
Frustrated	Are empathetic

7 Ways to Becoming a Better Listener

- (1) Get ready to listen.
- (2) Ask the right questions.
- (3) Take good notes.
- (4) Show you are really listening.
- (5) Restate.
- (6) Choose your words carefully and avoid jargon.
- (7) “I didn’t catch your name.”

SECTION 8

CUSTOMER **CEO**TM **POWER OF THE PLATFORM**



Why Everyone Should Care...A Lot

Ongoing Innovation

Collaboration with customers will produce fresh thinking from the real users.

Customer Experience

Enhance it to build Life-time relationships.

Operations

Finding new ways to streamline and reduce costs.



Brand Pulse

An ongoing check-up on the conversation, attitudes and behavior about your brand.

Revenue

Creating new ways to benefit from social commerce.

Marketing

Continuous improvement in campaign effectiveness & efficiency.

Social media users are not all the same.

Ten Social Media Customer Segments

18%	12%	12%	11%	10%
Social butterflies	Fact finders	Contributors	Blog readers	Observers
• Heavy users of personal networks • Skew to female users, younger, working • Moms represent a large share	• Heavy users of multimedia sites, ratings and review sites, branded communities • Skew to male users, older	• Disproportionate creators & posters of content • Heavy users of location-based games, crowdsourcing sites, branded communities, social shopping	• Moderate social media use & big presence on blog sites • Skew to male users, older	• Maintain passive presence on social networking sites • Skew to female users, older
10%	9%	8%	6%	4%
Deal hunters	Young & mobile	Social gamers	Show goers	Professional networkers
• Heavy users of ratings & review sites, group buying sites, branded communities • Large share of spending occurs online	• Heavy use of microblogs, social networking & location-based games • Skew to younger demographic like students	• Active on social gaming & engaged in location-based gaming • Skew older	• Tend to be passive consumers of entertainment & content generated by others	• Heavy users of professional networking sites & microblogs • Skew to male users, affluent

SOURCE: BAIN SOCIAL MEDIA CONSUMER STUDY

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Listening Post Goals

- Covert listening to meaningful results
- Establish a big picture view of your customer relationships across multiple touch points
- Drive organizational accountability and awareness
- Engage with customers on their terms
- Make customer-centered decisions
- Generate insights
- Create solutions

Listening Post Next Steps

- View everything from the customer's point of view
- Challenge your perceptions of how customers are really engaging
- Build a shared vision of what a “best customer experience” really looks like
- Become a champion of continuous improvement
- Stay informed of the latest tools and technology to help you

Listening Post Goals

- Covert listening to meaningful results
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- Make customer-centered decisions
- Generate insights
- Create solutions

SECTION 9

CUSTOMER ™ **POWER OF REBELLION**



SECTION 10

CUSTOMER **CEO**TM

**POWER
OF PURPOSE**



SECTION 11

BECOMING THE CUSTOMER CEO CHAMPION



CUSTOMER **CEO**™ APPROACH

**DOMINANT
COMPETITIVE
ADVANTAGE**

**INTRIGUING STORY
TELLING**

**BEST-IN-CLASS
BRAND AWARENESS**

**COMPELLING
CULTURE
TRANSFORMATION**

**TREND SETTING
INNOVATION**

**FANATICAL
LOYALTY**

**INTENSE
PASSION**

**CREATIVE COST
REDUCTION**

**UNMOVABLE
TRUST**

**UNORTHODOX
INSPIRATION**

PROFIT + 11

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