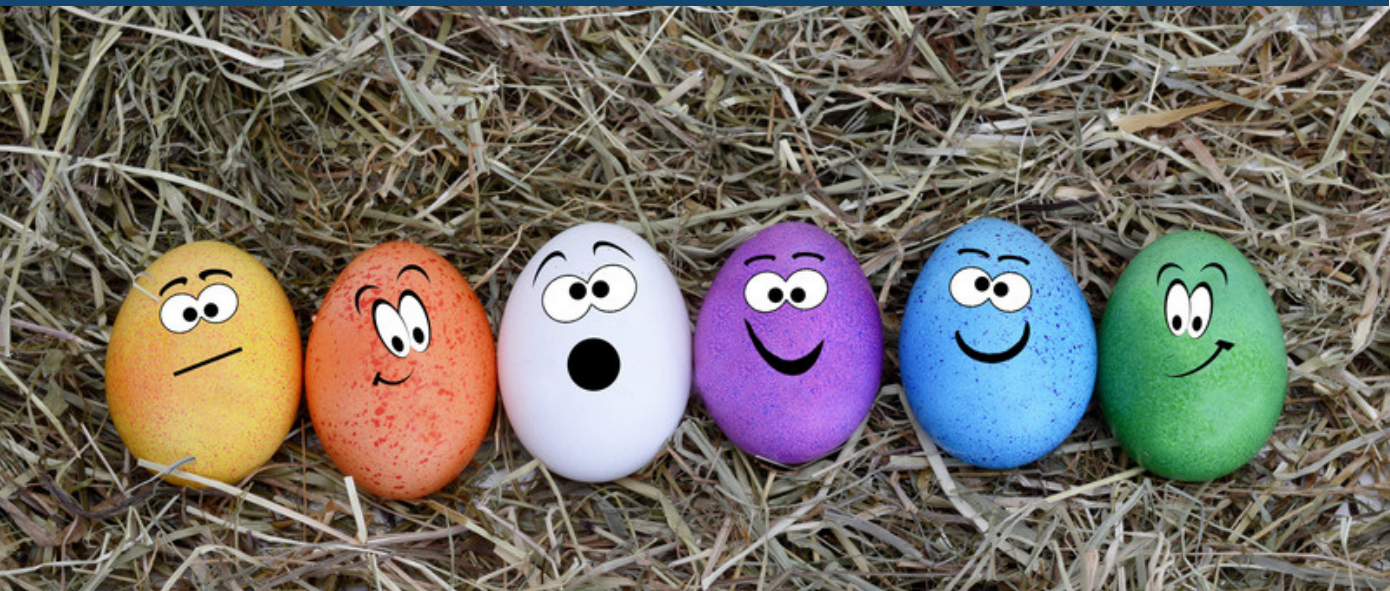# SCHOOL OF BUSINESS AND MANAGEMENT

Presents

CUSTOMER CENTRICITY

MARKETING NEWSLETTER
VOLUME 11 | ISSUE 4

Teacher's Day Edition

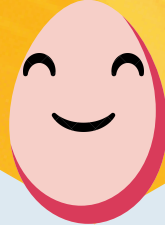# CUSTOMER CENTRICITY

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INDUSTRY CONNECT

ALUMNI CORNER

STUDENT CORNER

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HAPPY TEACHERS DAY

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Thank you for looking out for us

Dr. Vedha Balaji
HoS - Marketing
School of Business and Management

Customer centricity is about placing customers at the focal point of the business activity. This is also imperative from the strategic perspective. This implies, that every person in the entire organization thinks about how their actions and decisions will impact customer experience. Covid-19 has helped a few businesses regain this focus back on customers.

Hence, there is a newfound sensitivity witnessed presently in some pockets. Here is a small story to reiterate the same. A wedding was organized recently in a five-star hotel. Guests and invitees were hosted within the premises of the hotel for three days and two nights. Accommodation, food, decoration, music, cake, and all other paraphernalia were catered to the taste and likes of the new to-be bride and groom and their families and guests. The entire wedding was organized under strict covid-19 protocol mandate. Each individual of the hotel staff in every role operated under the assumption that they have the potential to impact customer experience. It was a memorable, joyous, and safe experience for us all.

We learned that was no demand placed for an advance payment. The hotel decided to collect payment just two days ahead of the wedding date. This is not the norm. It was more like a one-stop solution for the needs and demands placed by the family hosting the wedding. So, here is a small conservative south Indian wedding that was hosted away from the usual wedding hall which is popularly called a mantapam1or a wedding choultry2.

The norm - Most hotels and wedding halls demand an advance payment the minute both parties enter into a negotiation and seal the deal. If covid-19 regulations alter, some of them agree to pay back partially while most others refuse to repay the entire amount. This certainly leaves a bad taste leading to a negative customer experience. Also, it is just the premise that is being rented out. All additional services must be outsourced at additional costs. Some of them also place restrictions on the type of food served on the menu. There is a certain distance and aloofness that is maintained from the customer in this type of business model.

As mentioned in the Economic Times paper last month, there is some shift that is happening towards customer-centricity in sectors such as healthcare, education, agriculture, manufacturing, and retail. There is also some discussion on technology and how it is contributing to this shift.
Let's explore this in the present edition of the marketing newsletter M-Ask…

Footnotes:
1 Mandapam – A pillared hall or pavilion with seating arrangements for viewing public rituals.
2 Choultry – A wedding hall in South India.
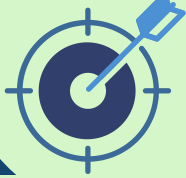
AS Suresh

Associate Professor-Marketing
Head Consultancy
School of Business and Management

Customer centricity: Is it a flavour of the season, obsession, or Survival Mantra for Marketers

Marketing has evolved, and now we are talking about Marketing 4.0. However, the underpinning of marketing seems to be the cliched idea of making the customer nucleus of everything one does.

There is a tectonic shift in the consumer psyche as well, and he or she is becoming more and more elusive to the brands because he has become smarter and intelligent than the brands wooing him.

To be candid, the consumer psyche has become a darker black box than before and brands are deploying multiple customer-centric strategies to divine what is inside and thereby create value propositions to increase consumer stickiness to the brand. But is it really working? Is this a one-time effort? Does it require much more than just keeping the focus on the consumer?

Marketing 4.0 does suggest that technological interventions, CRM, AI, Data Mining have enabled brands to get deeper insights into the consumer psyche. However, has it still been able to crack the code of consumer behaviour? I have my own doubts. The human mind and behaviour are more complex than any technology can probably understand.

The fundamentals of marketing such as STP may still be relevant, but What is more important is how to create and sustain customer lifetime value when the consumer has become hyper-intelligent, with high expectations and a plethora of choices. One-to-one marketing to the target segment will be more effective in today's context. Technology, while it has to some extent dehumanized this process, the contradiction is that technology also enables this real-time one to one to connect with the consumer.

Within a homogeneous segment, there could also be clusters of heterogeneity, therefore Brands Should look to even create differentiated customer lifetime value for a different generation of customers.

The consumer does not know or is not interested in what the brands are doing in the back end to woo him or her. The consumer is looking for the most simple, convenient, and easy way of acquiring products or services. Simple is always complex. This brings into the equation the entire gamut of managing the consumer life cycle. It is imperative for brands to understand the entire consumer journey cycle through various touchpoints.

It is crucial for the brands to reduce all the pain points of the consumer through this journey. Create the magic of one-to-one connects, experiential marketing, brilliant moments of truth across various points of sale, time of sale, the control of which again has moved to the consumer from the brands. The consumer now decides what to buy, when to buy, and from where to buy. This calls for seamless integration of Omni-channel strategy as well. This is intrinsic to the idea of customer-centricity. All the 7Ps of marketing are only extrinsic and manifestations of creating value aligned to the consumer psyche.

Is way forward for brands Innovation and co-creation with the consumer? I leave this to the imagination of all true blue marketers.
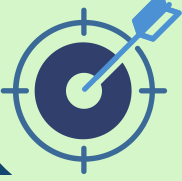
Karan Lakhwani
Head of Business Development(India)
Apptweak

Corporate Interview

Customer-centric means knowing the customer's point of view and respecting the customer's interest. We have to know each customer's individual preferences and work on their problems and complaints. Being customer-centric is about how the customer feels about the product/service starting from the very early stage of customer awareness all the way to the point of purchase: Example Baskin Robins and Corner House in the same complex in HSR selling ice cream. Baskin Robbins sold great flavours and had a really great customer footfall, but when the Corner House came, Baskin Robin's clients and customers moved to the Corner House. Any guesses why? It's simple Baskin Robins selling fixed flavours, and there was nothing new or customization which corner house was giving. They had different flavours and a wide variety and space for customization. Baskin Robbins was product-oriented, but corner house at the same time was customer-centric.

✓ apptweak

Understanding the three forces of customer centricity

Listen: this process includes observing your competitors as well as the customers and monitoring at the same time. It can help in knowing the customer's wants, needs, wishes and demands. Some of the methodologies used in listening to the customers can be customer surveys, customer data while they are purchasing your products/services, data collection at the point of problems and resolutions.

Communicate & execute: communication with actions and treating customers as individuals instead of consumers is the basics of customer-centricity. Aside from communication, the companies need to execute the consumer's problems and resolve them as soon as possible.

Main ingredients of customer centricity

Emotion: When we talk about emotions, we get to know the customers with the utmost empathy, the core of empathy is listening to the customers and not flowing away with the emotions.

Among different ways in data collection, surveys and observation can be among few tools to collect data.

Company culture: As a company can show empathy towards the customers before that, they should reflect the same toward their employees. Finally, employees are the ones who show dedication and motivation towards the company, because of which they are able to earn huge revenues. There should never be a toxic culture because that is going to reflect on work and customers.

Exceed expectation: delivering the services/products that were promised to the customer and later providing extra to retain the customers. For example, Zappos has added vegan shoes for their customers by exceeding their expectations.

Questions asked to the Head of Business Development India at App Tweak

1. How would you define valuable customer service?
Good customer service is based on defining the goals for customer business, understanding the reason for choosing the product or service and then fulfilling it. As a golden rule of customer service, we never overpromise, but we always overdeliver.

2. Can you please tell me about a situation when you were proud of the level of service you gave to a customer?
One of our customers was from a biotechnology background and was new to ASO. We had promised him excellent customer support and training. However, the time required to train someone new in the field was a lot. We went ahead and created a training schedule for him with many resources and lived up to our commitment.

3. Have you ever dealt with an unreasonable customer? How did you handle it?
Customers can be unreasonable. However, as someone in sales, it's my job to help them understand what they are paying for, the benefits of the product or solution, and the end result expected. For an unreasonable customer, we reiterate the initial conversation with respect to agreed goals and expectations. Expectation setting is key to a good customer experience.

4. Have you ever bent the rules in assisting a customer? Let us know the outcome.
I don't recall a time when I have bent the rules to serve a customer. However, I have gone above and beyond my role to make sure they succeed. A customer of ours is based in Pakistan, and we often communicate in Hindi or Urdu as he isn't comfortable with English. This account was being assigned to another rep in Europe. I made sure I attended some calls with the new rep and client to ensure that the client is comfortable communicating and is not lost.

5. In your past work, have you ever received negative feedback from a customer? What did you do with that feedback?
Yes, I have received feedback that was negative. I take this feedback constructively and try to understand the problem. There are times I can improve, and there are times processes can be made better. We have made process improvements based on customer feedback.

6. Can you tell me about a customer who you found difficult to understand and how you approached that interaction?
I don't recall an incident where I did not understand the customer. Aso is an upcoming field of work. We often meet customers with low knowledge of the tool and are open to sharing a lot of resources.

7. Can you enlighten me on a scenario when you had to say no to an important customer's request?
Yes, a prospect was requesting additional features of the tool at a lower cost. The prospect represented a large enterprise and a key account for us. However, we had to say mo to stay true to our values of providing a universal customer experience and the same cost.

8. What's the best way to help a customer who has worked with multiple agents and hasn't received the help they need?
Understanding the issue and empathizing with the customer is the best way to solve a problem. One has to make sure that he/she provides the customer with a time limit or a resolution time to ensure that the customer is not confused or lost.
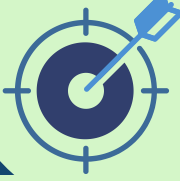
9. Can you enlighten me with a situation where you had faced product/service related issues?
Our tech tool was facing some bugs recently, and we received multiple complaints. The tech team was working on resolving it, but we did not have an estimate of when the problem would be resolved. When customers reached out to us, we were honest and said that the issue was at our end. We increased their subscription by one day and requested time to solve the issue.

10. When responding to a customer, how do you decide what information to include and what to leave out?
It's important to understand what would be the right resolution. A good resolution should contain a short answer, a detailed picture of steps and future resources.

11. What's the last new skill you learned? Why did you choose that skill, and how did you learn it?
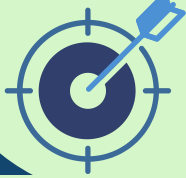Improv is a new skill I learned to improve my reaction to life and leadership issues. I learned it online.

12. What do you think makes the company customer-centric?
The willingness and the obsession with the tool to succeed and add value to a customer make the company customer-centric.

Dheeraj Lakhwani
2027722

Kalashree U
Executive Director
Elipses Innovation

Customer Centricity for Start-ups

The concept of a customer-centric organization is more than saying that the customer is on top of mind. Customer centricity is about understanding the needs, wants, and journey of the customer so that businesses can create meaningful experiences for the customers, thus building a long-lasting relationship with them.

Customer-centric organizations strive hard in building a culture that works towards understanding its customers and act on that in order to establish a long-lasting relationship with its customers.

Building a culture where all the stakeholders are empowered to make decisions that revolve around the needs and preferences of customers is important. Every Strategic decision, business decision, product/process decision, and customer touchpoint affects the experience of the customer. Customer Centricity is not just a marketing strategy or a branding strategy but also an organizational culture. This has to be ingrained in the organizational culture to be effective.

Across the journey of a customer, that is, from awareness stage to purchase decision to advocacy stage, a customer-centric approach is beneficial. In today's world, brands have moved to the digital environment, and understanding the customer and having customer-centric marketing strategies will benefit these brands in designing personalized marketing strategies for their target segment so that they successfully deliver what is right for their customers. This will also be a competitive differentiator for the brands.

Businesses must understand why customers leave as this helps in customer retention. Customer retention costs are lower than customer acquisition costs, and thus businesses need to understand the preferences of existing customers and design their strategies in increasing customer loyalty rather than spending resources on acquiring more customers.

Advantages of customer-centric approach:
- It allows businesses to recognize opportunities like customer needs that are unfulfilled.
- When businesses keep customers at the center of everything they do, it naturally results in higher customer satisfaction.
- Customers in today's world are bombarded with options, and brands need to create a high-quality, unique customer experience, and customer-centricity helps brands create this experience.
- Companies that don't focus on their customers may risk losing its customer to competitors who offer affordable products or a better shopping experience.
- A customer-centric approach helps brands maintain their market share and thus increase their profits.

Customer Centricity and Design Thinking

Design Thinking is a nonlinear iterative process. It is a unique problem-solving technique that involves both convergent and divergent approaches in understanding the problem, designing solutions, and delivering it to the market.

Design Thinking and a customer-centric way of doing business put the customer at the epicenter of the business that results in delivering a positive customer experience and also build long-term relationships.

Design thinking measures success by these attributes:

- Is the product Desired? Is there a need? Is it important to create a customer need?
- Is it feasible to build this project at minimum cost?
- Is it viable?
- Is this a sustainable solution for the customer?
- Customer feedback from the prospective customers will fuel the next iteration of the design thinking process.

In this digital world, it's much easier to build a small business than ever before. Consumers in today's world are better informed, have better clarity about their needs. It is important businesses adopt a customer-centric approach to make their reach more effective. Small businesses have a considerable advantage here compared to large businesses as they have a smaller customer base. In a smaller organization such as start-ups, the organization is relatively flexible and thus easier to inculcate customer-centricity as organizational culture.

Ellipses Innovation is one such start-up that has adopted a customer-centric approach in solving client problems. Ellipses is an Innovation Consulting Company. Ellipses have a unique approach to solving customer problems by using a nonlinear iterative process called Design Thinking, enabling them to innovate optimally and solve complicated problems. Our dynamic design model fuses Empathy, Rapid prototyping, and Co-creation.

Design thinking uses a human-centered, empathetic approach in delivering solutions to the customers. With Design thinking, we co-create solutions with our customers and users, thus confirming that the solution we have arrived at is feasible, sustainable, and economically viable throughout its life cycle. The customer-centric approach offers innumerable advantages for Startups.

This approach makes sure the consumers are well understood, and thus the overall customer experience is enhanced. This approach, in a nutshell, is to emphasizes consumer research, assisting them in their journey, constant learning, and improving services to meet customer expectations.

STUDENT CORNER

Maadesh K.
2027930

ADVERTISEMENT REVIEW
Advertisement: Hyundai Services

The advertisement rightly describes an integral part of business today, Customer Centricity.

Context: Mr. Alok Mehta, in his mid-sixties, driving a Hyundai i10 car with a piece of peppy music on. The glove box of the car suddenly opens by itself, and he tries several times to close the box, but he couldn't, so he approached customer care. The customer care executive Anil greeted Alok with warmth. He enquired Alok about the problem. Alok showed him and asked for a car wash too. Anil promised that it would be resolved by evening and also offered Alok to drop him back home and suddenly a call arrives; Alok excused himself and took the call and replied, "It is just a small party after all" listening to this, Anil rushed to check with the personnel details of Alok. Later that evening, the car was delivered on time. Alok and his wife took a trip. While that journey, an 80's period of the romantic song was played. After reaching the destination again, the glove box was opened by itself. Meanwhile, Alok received the call from Anil. Anil wished Alok on his anniversary and still Alok was furious to enquire on the glove box, but before that Anil asked "Hope aunty liked the gift" and then Alok notices the gift at his wife's hands that say 'TO MY LOVE' that moment Alok was filled with joy. Alok thanked Anil, and Anil promised to work on the glove box and get it down tomorrow.

CRITIQUE

1) At the start of the ad, Alok's expression and the peppy music played at the car clearly showed that he is happy and excited about something.
2) After the glove box opened by itself, there were several items inside it that seemed to be overweight for that box. This clearly showed that because of the weight, it turned out faulty and not because of the car.
3) Alok tries to close the glove box several times showed his disbelief that it occurred to the Hyundai car, which is generally known for low maintenance.
4) After reaching the service centre, the executive Anil wishes Alok as they were family friends. This shows to which extent the executive comforts the client at the Hyundai service centre.
5) After explaining the problem, Anil says, "Is that all!" This again showed that there isn't a major fault.
6) Alok needed a car wash too. The above minor change and now the car wash indicated that he needs his car to be perfect.

7) Anil offers Alok travel back home, and this shows that how empathetic a Hyundai salesman is.
8) After receiving the car at the right moment, the camera captures the car in such a way it describes how efficiently Hyundai did the car wash.
9) At the time of the journey, the couple had precious romantic moments only through their eyes; this indirectly showed how both of them adored each other.
10) When Alok knew about the gift from Hyundai executive Anil that pleased Mrs. Alok, he could have had the thought that Hyundai seriously car about him.
11) The purpose of this advertisement is to show that Hyundai care for every customer and every small problem. It will go the extra mile to bring a smile to the customer's face. There may not be a better advertisement that describes customer-centricity so well.

Anagha M Menon
2028247

ADVERTISEMENT REVIEW
# At Bayer, This is Why They Science

The commercial starts with a farmer (somewhere in the USA), John, driving his vehicle and going to his field in, early morning, where he uses a tablet and checks on his plants and then enjoys a feast with his family. A voiceover says, At Bayer, they are more than a healthcare company, they provide digital solutions to farmers like John, who can use less water to grow his crops, and that's why they science at Bayer.

Let's talk about customer-centricity. Wharton University professor Peter Fader thinks that customers believe being customer-centric means offering products and services catering to customers or being friendly and approachable. Customer centricity is all about keeping the customer first and revolving your activities around them. But here is the twist; you focus on not all customers but only a few, those special ones that offer you more excellent value than all. But it doesn't mean you ignore the rest; you treat a few with better care, maybe give more consideration to their needs.

So what does this advertisement mean? Bayer is into various segments such as CropScience, consumer healthcare, pharmaceutical, animal health, etc. In this advertisement, focusing on the CropScience segment, Bayer Cropscience

Limited shows its target customers (farmers) that they make life easier for you by digitally shaping the entire farming experience through their digital solutions. As mentioned, their app allows John to use less water to grow his crops, which is just one of their many digital solutions. It turns out that these solutions are available in India too.

Bayer looks into providing customer-centricity throughout its value chain, a seed-to-shelf solution system. State-of-the-art CRM solutions, increasing grower orientation, etc., are some of the strategies used in this process. And what is the point of all these solutions? As per Bayer, the result is feeding this hungry planet more sustainably. Customer centricity and sustainability go hand in hand these days. Through these initiatives in technology, Bayer focuses on those customers who are loyal to those companies that
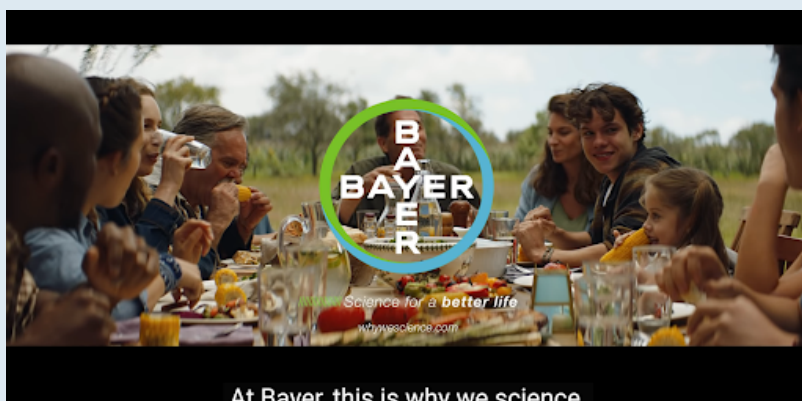
are sustainable in their actions and provide excellent customer experience at the same time. As their mission statement mentions, Bayer catered to challenges faced by the world for almost 160 years, and now it's time for them to focus on their loyal customers.

K. Jayalakshmi
2027755

From Products to Customer Experience: A Customer-Centric Transformation in Pharma

The pharmaceutical industry of yesterday served what seemed fairly straightforward with the purpose of providing customers with better service has commodiously benefited from strong brand equity and access which has facilitated other industry players to achieve high margins. On the other hand, the commercial viewpoint is changing, which has led the companies to face more complex buying conditions, shift to digital and aggressive competition.

This advancing market enables newer ways of doing business by making necessary alterations around the customers, which essentially means conceding that health care providers are short of time and require appropriate information delivered across channels to navigate through complex decision-making processes as opinion leaders. This has created rising expectations on interaction in the digital upfront to make it better than any other industry.

The evolving customer landscape demands a contemporary go to market approach that is more customer-centric, homogenizing and technologically sound. Customer centricity is quondam just to be a good intention but more operationally effective across the breadth of the business. This does not mean that companies have put away functionality but focus on connecting and collaborating with the customers before anything. Focusing just on clinical value leads to neglecting customer experiences. By remitting the pain points along patient and health care providers journeys, companies can increase customer satisfaction, compliance and boost revenues. With the increasing complexity and competition in specializations like virology, oncology and radiology, optimizing customer-centric experiences has become essential, and the 'one size fits all approach is bygone.

Condescending customer experiences is relevant as the performance of new drugs in the first few months tends to determine the market share subsequently. Companies tend to have just one gunshot, as differentiation with respect to customer experiences maximizes long term profits. By redesigning experiences in the early stages help to engage with the patients and healthcare providers for companies to unlock mammoth value.

As a result, players across this industry are striving to improve customer experiences to find ways to create impressive impact focusing on end-to-end customer journeys and not just touchpoints. By changing the mindset to put the customer first, channelizing on technological changes, challenging the regulations that do not fit in customers expectations, companies can gain a competitive edge, as never before has customer experience been so important. At length, better technologies are essential to deliver germane at scale and appoint customer-facing resources for optimization, which becomes a welcoming opportunity for CRM and other automation platforms to enhance the processes. This pandemic has shown that medical affairs are driving a fast-paced digital transformation essential for navigating through the disruption in this new normal.

Yukendhar GS
2028225

Customer-Centric Marketing - Key Challenges in Hospitality Industry

Customer Centricity and Customer-Centric Marketing:

Customer-centricity is one of the major concerns in the hospitality industry. Most of the hotel directors and managers perceive being fully customer-centred. This is fascinating since the industry must truly cater to customers at all phases of their journey. Hoteliers should constantly consider the particular requirements and desires of their customers when working in the hospitality industry. Prioritizing the customer at the centre of all business operations increases customer value and improves competitiveness. To develop and maintain excellent customer value, hospitality companies must be customer-centric. Customer-centric marketing is a marketing strategy centred on the demands and interests of customers. It's all about putting customers first, employing a combination of instinct, common sense, and statistics on customer behaviour.

Implementing a customer-centric marketing strategy is not straightforward, especially for businesses that have already developed a marketing culture. Until recently, most companies in various industries have used a product-centric marketing approach to focus on growing sales and revenues. But, if we consider that, the hotel industry has always been more people-focused than any other. And now that customer-centric marketing has arrived, this hospitality industry has no choice but to embrace this new trend right now. This is critical for each company entity to preserve their competitive edge and continue to grow steadily.

Key Challenges in Implementing Customer-Centric Marketing:
According to a recent survey, customer-centric marketing is the most crucial feature in building a genuinely "digital-native" culture, with 58 percent of business professionals believing so. Despite this, only a tiny number of hotels have successfully adapted their marketing strategies to meet the requirements, aspirations, and expectations of their customers. So, if many people think it's essential, but only a few individuals do it well, we may conclude there are some significant roadblocks on the

path to the widespread adoption of a tremendous people-centred marketing approach. And it turns out that the trammels are primary data and technology-related.

1. **Data Silos:**
The inability of the hotel industry to exchange customer data between organizational levels is mostly due to the establishment of data silos. As a result, silos are the primary cause of a lack of comprehensive awareness of customer behaviour, interests, wants, requirements, and expectations. The problem with having data silos is that they might offer inaccurate data, which can be deceptive and misleading. Outliers, inaccuracies, and inconsistencies are inevitable when data sets are separated because they are in various formats, systems, and databases.

These are the factors that can significantly raise the possibility of a poor customer profile process, which frequently results in the delivery of irrelevant promotional information, offers, and pricing and the use of ineffective communication channels and blunders in personalization tactics. Of course, this results in poor marketing-related CX, lower happiness (even before becoming a hotel client), and the marketing activities being viewed as irrelevant or spam.

2. Culture Not Aligning With Customer Needs:
Adopting a digital culture for many hospitality businesses immediately transforms them into customer-centric companies. However, this is not the case. Data culture allows us to make the most of the data we have in the organization, but whether we focus on customer data is totally up to us.

A uniform definition of customer-centred culture at all organizational levels is required for a customer-centric marketing approach. It's also crucial to emphasize this shared culture to prioritize the visitors' interests, requirements, expectations, and desires.

**3. Lack of Technologies to Manage Data:**
The absence of proper data management technology is a significant issue for hospitality organizations since customer-centric marketing understands and utilizes client data. And, without the appropriate technology, they cannot fully exploit the data resources, making it impossible to gather knowledge about potential visitors or customize the marketing incentives.

4. Lack of Expertise in Data Analytics:
Even if we have outstanding technology, data integration is simply a precondition for exceptional marketing insights. It is critical to have data professionals on hand who can convert consumer data into knowledge that can be used for customer-centric incentives. As a result, combining technologies with human expertise is critical to achieving success. It is hard to take full benefit of personalized and targeted marketing efforts when individuals do not know how to deal with accessible data.

Conclusion:
Developing a client focus is a winning strategy for any hospitality organization. Even though there are numerous obstacles to implementing customer-centric marketing, with the right mentality, motivation, and work, it is feasible to reap its full advantages and achieve a competitive edge in driving leads, building connections, and satisfying customers' requirements.

Culture led Customer Centricity
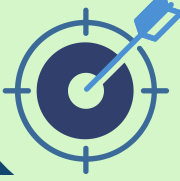
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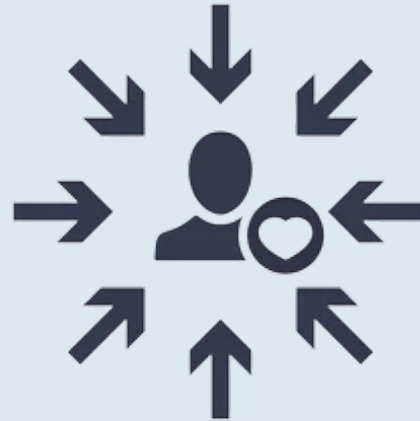
In today's scenario, organizations and business leaders focus on customers and their behaviour, which help them to gain a competitive advantage. To attract and retain customers is essential for the customers to think and build strategies based on the customers. From being product-centric, the businesses have moved towards a customer-centric approach, and customers are driving the business. To bring in the excellence of customer experience, it begins at the top of the organization, which means the core vision and aspiration of the organization should be changed to the customer-centric vision, establishing a link to the values and then transforming into the road map. For bringing transformation in the business, the first step is to transform the mindset of the working group and build capabilities to think in a new way, which is central to the customer. The next step is to establish an agile operating model in the business as customer needs keep on changing from time to time. The agile methodology will be used as a change-driven approach, which will iteratively check on the changes and bring them into the model.

What role does culture play in customer-centricity?

It might feel counterintuitive to focus on culture as a primary need to strengthen customer-centricity, but it is the base of the foundation; if the business values, vision and mission will be developed keeping a customer-led approach in mind, then the whole business pattern will be directed towards it.
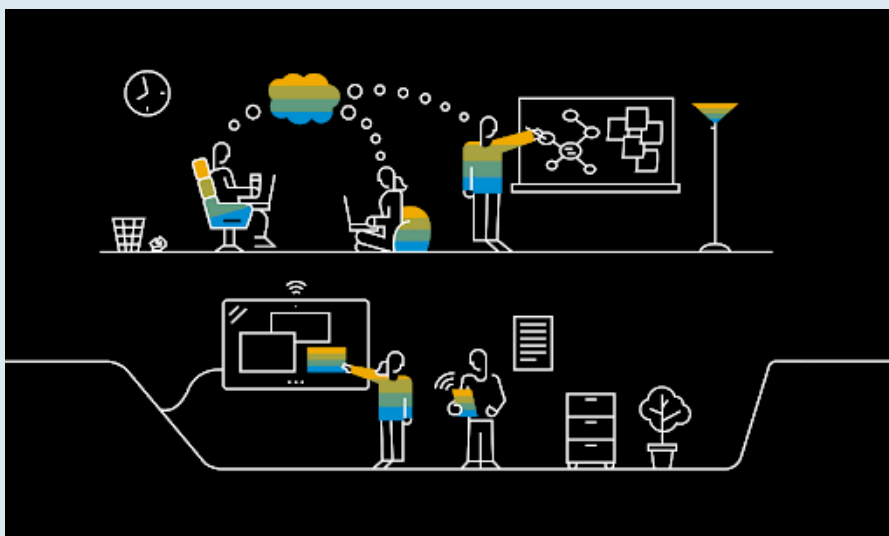
The relationship between culture and performance

Culture drives performance- There are three significant factors by which healthy companies outperform unhealthy companies, regardless of the companies falling under any industry. The health factor of the organization revolves around its ability to align itself around the shared vision, execution in line with the vision, and renew itself with constant innovation and critical thinking.

Culture enables successful transformation

A culture that is based on customer-related activities is critical to actualizing and that too when it's a large scale change. So the companies that tackle this properly increase their odds of transforming successfully and give themselves the competitive edge.

Building a customer-centric culture

The three-stage process- "Discover, Design and Deliver" is followed to develop a customer-centric business approach.

Discovering- What Matters

Organizations look at the consumer's long-standing patterns of behaviour in the discovering stage. It is identifying the behaviours that matter most for the business's customer experience design and then articulating them as principles to guide specific, observable behaviour changes.

Designing a new culture

The next stage is to create and implement an enterprise-wide effort to reinforce the desired culture, beginning with a change management strategy and significant business activities to role model and reinforce the new culture. To better analyze and improve the entire customer experience, one firm built a customer-experience factory. It formed customer-experience teams made up of people from several departments and taught them agile, design thinking, and problem-solving techniques. These groups then collaborated to create and execute solutions that stemmed from the customer-experience factory's shift in culture.

Delivering as promised

Companies may foster a customer-centric culture by providing workers with the support and incentives they need to improve customer experience once the framework is in place. Adaptation is generally prioritized by successful companies in many areas.

Decoding Customer Centricity

Apoorva Jain
2027506

There are various aspects to customer centricity that transcends beyond customer service. It is necessary to communicate the value of the customers through advertising and promotions. Many companies even include customer-centricity in their mission and vision statements.

It has taken center stage and not just for the service sector. Let us talk Zomato. Customers are an integral part of the process for them. Zomato has continuously outdone itself in terms of advertisement and promotions to communicating its customer-centric stance.

Their mission statement says that "Nobody should have a bad meal," which itself is indicative of the problem that they are trying to solve for the customers.

More Zomato? Recently Zomato came to attention for a conflict between a Zomato delivery agent and a customer who also happened to be an influencer. The influencer who came out with a video accused the delivery partner of physically hurting her and running away when asked about late delivery. However, later the public leaned towards the Zomato delivery agent as he denied the claims. Zomato, as per guidelines, temporarily removed the delivery partner from the job until the investigation was completed.

Despite the public sympathy towards the delivery partner, Zomato did not take a stance and treated both parties with equal dignity. After this kerfuffle, Zomato recently launched a campaign highlighting the values and efforts of the delivery partners to all customers equally.

The campaign featured celebrities like Hrithik Roshan and Katrina Kaif as customers of Zomato, asking the delivery partner to wait for an autograph or a conversation with the stars, but

every partner prioritized the following order and promptly moved to their next mission. This campaign is a beautiful answer to the controversy and conveys Zomato's stance that all customers are equal to them despite the fame, and all delivery partners are putting much effort into delivering the order on time to customers.

A case in point is a clear example of how necessary it is to communicate to the customers about their importance, their commitment to them, and the efforts, policies, and processes the company has in place to serve the customers better. Communication can resolve the controversy and can help get positive public opinion.
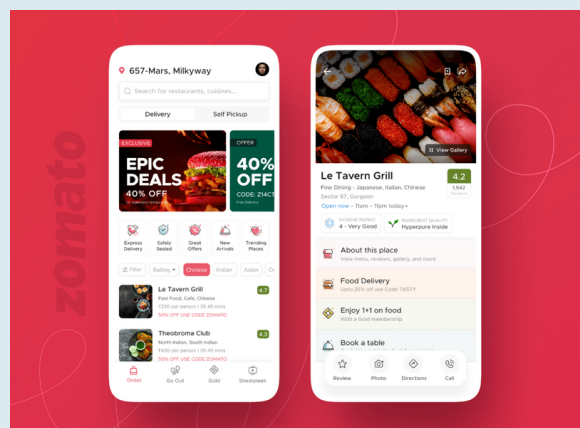
Let us talk about how customer centricity can be inbuilt into a product-based company. Talking about Apple; their premium offering is their product, product experience, and never compromising aesthetic. They strategically conduct their upgrades to reciprocate to customer's needs and develop it in the upgrade as their best feature. They have turned every one of their customers into brand ambassadors of the brand. Creating customer advocates is a marketable distinction that the company has achieved through exemplary thought leadership. They feature user-generated imagery in their social media feeds which comes off beneficial for both parties. The user-generated content brings the community closer to Apple.

Tribe marketing is much better than brand-centric as the customers get to see the potential of the product and the closeness of the tribe. Apple is not a product for many but is a lifestyle. Apple represents customer emotions, value, and even their aspirational self. The devices can be experienced better with other compatible Apple devices, For e.g.; An iPhone and an Apple Watch. Apple themselves recognize this opportunity and have better interlinked operability across their devices.

Like every relationship, company-customer should be a reciprocal relationship. A survey done by According American Express states the Global Customer Service Barometer, "93% companies fail to meet their customer's expectations." The company themselves should be committed enough to the efforts and communicating the exemplary efforts. Therefore there are two main elements of customer-centricity to me;

1. Integration: The integration of customer-centric policies should be 360 degrees. From product design to customer care executives, from the retail store experience to after-sales/ repair service. The relationship with the customer is an evolving one that requires constant checks.
2. Communication: The relationship and the commitment towards the customers have to be always highlighted in the communication. This paves the way to audience attention and new customer acquisition. Whereas some brands focus on advertising and promotions on privileges and benefits, some focus on product design and innovation, and some focus on nurturing a relationship with the customer.

All these efforts will be moot if the company does not strategize its communication plan to include its customer-centric mastery.
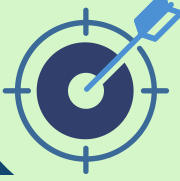
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Customer Centricity - The Norm

When a product of a new type that is not seen or used by people, launched in the market, the product creators enjoy a monopoly. Since no one knows about how the products are created, there will not be much competition in the initial stage of the product life cycle. But once the product sees growth in the market, it will see a lot of competitors entering the market with similar products. Hence to overcome this issue a company needs to create a value proposition that the other competitors are not having.

Hence focusing on a value proposition will be a way a company can sustain itself in the highly volatile and dynamic market.

But still, there is a chance that a lot of new competitors arise with their own value proposition for a similar kind of product. Due to this, the current customer base of a company starts to get diversified among the company and its competitors. Then the company will lose its valuable customers and the customer retention rate reduces. Hence to retain the existing customers and acquire new customers, a new concept is becoming trending which is customer-centricity. This is not any new concept that came into existence, it was used by many companies in the past.

Customer-centricity is a strategy that companies use, to give the best experience to their customers in order to make a customer more loyal to a company. Customer-centricity begins with a focus on what customers require and how they want to interact with a company, rather than its products, features, or revenue model. By creating a firm from the perspective of the consumer, the company will be able to meet the needs of the client and provide a great experience. Being customer-centric hence provides loyal customers and hence the customer retention rate of a company will be

even though new competitors enter the market with a great value proposition. Being customer-centric also increases the duration a customer uses the service of a company or creates repeat purchases of the same company's product. Hence the customer lifetime value for the company increases. From all this, it is evident that a company not only needs to have a good value proposition but also being customer-centric will make the company more sustainable in the long run.

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"We'll reach you wherever you are" - Samsung Service

"Customer experience isn't an expense. Managing customer experience bolsters your brand."
- Stan Phelps

What better way to focus on customer-centricity than through the advertisement of Samsung India Service. The nationwide Ad campaign that was launched in 2017 by Samsung India Highlights the fact that the brand cares about the needs of its customers.

The advertisement portrays a young Samsung technician who is on his way to provide service to a customer who lives in a remote area in the country. The Ad begins with the technician giving a call to a customer who had filed a complaint about her Samsung TV. Even though the journey to the village of the customer was with hurdles, the young technician committed to reaching her house before 7 pm that evening. The journey to her house was filled with various obstacles that hindered his travel. The girl keeps making calls and the technician keeps assuring that he would reach her at the right time.

The climax of the Ad showcases the scene when he reached her house and realized that the girl was visually impaired. Finally, when he repaired the TV, The girl called out to other children who were also visually Impaired. The blind girl then asks for the remote and switches on a reality show channel where her best friend, who is also visually challenged, was melodiously singing a song. The need to get the TV repaired on time for the show in order to be a part of her friend's stage performance brings out the finest value of love and concern for the good of fellow companions.

Through this advertisement, Samsung India presents a moving tale about how essential it is to provide such a service to its customers after they have invested in one of their devices and how seriously they treat their customers. The brand also conveys that once a customer purchases their appliance, they are never on their own, no matter which part of the country they are located.

In 2016, Samsung India launched 535 service vans to provide timely services to its customers located in remote villages of the country. Over time the brand managed to establish 3000 service points in India. The after-sale services everywhere help people purchase appliances from any part of the country.

The single storyline of the ad manages to convey an impactful experience in the minds of its audience. The advertisement is touching, mind-blowing, and soul-stirring. It explicitly highlights its genuine concern and promptness in rendering high-quality service when and where required. Overcoming all odds the technicians are ever ready to be at the service of customers. Thus Samsung is sensitive to the needs of its customers.

The Ad is humane in nature as it reaches out first to the heart and then to the mind. It is pleasant in nature and gives out positive vibes. There is a keen interest to watch the Ad from the beginning to the end. The storyline is so powerful that it gives a brighter perception of man's outlook on life itself. The sympathetic nature of the Ad builds up the image of Samsung.

The brand has portrayed itself as giving top priority to serving customers effectively and without delay while braving all odds with a smile. The whole Ad is a complete parcel of positivity unfolded.

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BOOK REVIEW

Customer-centric and customer lifetime value (CLV) management is a successful strategy. That is the core concept of the 2018 book The Customer Centricity Playbook by Peter Fader and Sarah Toms. It's brief, concise, and full of facts (128 pages). It also contains case studies illustrating the customer's focus on product focus.

The Wharton School's marketing professor Peter Fader is a leading expert in using behavioural data and CLV to forecast purchases. Wharton Interactive is co-founded and managed by Sarah Tom.

PETER FADER AND SARAH TOMS

THE CUSTOMER CENTRICITY PLAYBOOK

IMPLEMENT A WINNING STRATEGY DRIVEN BY CUSTOMER LIFETIME VALUE

WHARTON SCHOOL PRESS
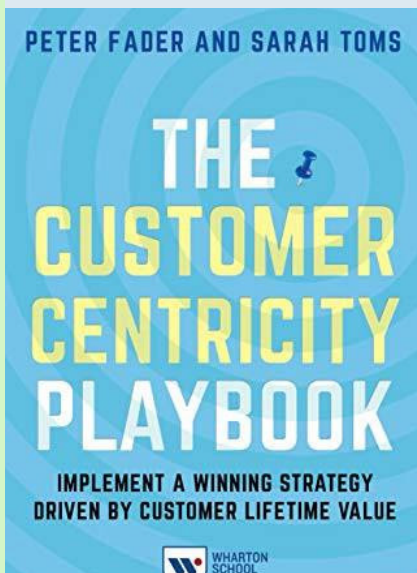
1. NOT ALL THE CUSTOMERS ARE THE SAME

Peter Fader says consumers have their own tastes, characteristics, and habits, like any of us. This applies to purchased items and consumed services.
Fader and Toms define customer goodness (or customer specificity) as a combination of:

- Preferences - consumer harmonization and choice among the rival Preferences
- Propensity - the chance that your consumer is loyal to you and purchases high-value products
- Potential - how much the consumer has intrinsic future worth.

2. CUSTOMER-CENTRICITY OVER PRODUCT-CENTRICITY

The distinctions between consumers include customer-focused initiatives. They are also aware of the worth of various consumers. Client-Centricity companies may therefore deploy resources to optimize CLV. Product-Centricity policies are inefficient because you create items for generic customers and sell them.

3. USE DEMOGRAPHICS AND PERSONAS WITH CAUTION

Pitfall of demographics
- The effect on streetlight (bias of observation): People prefer to search for items wherever they may find them quickly or conveniently.
- The "precise" demographic misconception: Fader and Bruce Hardie discovered that the difference in CLV among segments is often higher than that between components.
- "People are steroid demographics" Teams prefer to identify individuals using existing behavior, attitude, and demographic data. This could lead to the error above.

4. CUSTOMER-CENTRIC CUSTOMER ACQUISITION

In summary, customer acquisition, retention, and development are the primary operations of a company. CLV (and customer-centricity) may and should be utilized to select the appropriate activities for each category.

Some takeaways about Acquisition:
- Wisely select your consumers. "You typically have more influence over the types of consumers you bring in than try to modify when they are bought."
- Although a customer is good in one area, it does not indicate that it is good in every aspect (preferences, propensity, potentials).
- The client-centered conundrum.
- The more a company concentrates solely on its highest value consumer, the greater the danger. Concurrent observe success and go on to the same thing.
- Combine your strategy in the pursuit of low-value risks to acquire high-value clients.

5. CUSTOMER-CENTRIC RETENTION AND DEVELOPMENT

Considerations when designing strategies for retention and development
- Targeting: Who focuses on the programs — consumers with high value or low value
- Approach to tactics: Want to boost the CLV (despite growth) for the objective? Or are you playing the definition(retention) to make sure they stay?

CLOSING THOUGHTS ON CUSTOMER-CENTRICITY AND THE "PLAYBOOK"

The transition to a customer-centered strategy involves a considerable change of mentality from decision-makers. It also needs accurate data on which CLV models can be built and customer goodness extracted. The Playbook does not talk about changing obsolete thinking or the way/where this information is obtained.

The idea of this book is that consumers must be central and not equal to their customers. Understanding the worth of a customer should decide how much resources we make for doing business with them.

The book analyses fidelity, exclusivity, consumers' lifetime worth and offers information and recommendations. The facts and numbers are supported, e.g., "one in five cross-company clients is unsuccessful" sounds like the material of other marketing publications. Case studies investigate achievements and failures, and this is very useful. It sets out strategies 'Innovation organizations as customer-centricity can effectively go forward with changes with agility and minimum friction.

BOOK REVIEW

Rahul Raj
2027604

Disney, like Starbucks and The Ritz Carlton, has a well-defined, self-reinforcing, and stringent customer experience system. Disney's "magic" is supplied through the company's organizational understanding of visitor psychographics mixed with demographics (dubbed "Guestology"), its simplicity, and the system's total integration and alignment. "We generate happiness by offering the greatest in entertainment for people of all ages everywhere," Disney's fundamental mission (like a vision statement) states.

Guestology

Disney devotes time, skill, and resources to understanding not just who its visitors are (demographics), but also how they anticipate and want to feel (psychographics). While demographics are essential and reasonably easy to obtain through current systems, psychographics is even more significant when it comes to providing a superior customer experience.
Disney assesses its consumers' mental states by assessing all aspects of their experience along four dimensions: needs, wants, stereotypes, and emotions.
If this approach were applied to another industry, such as urgent care, the matrix might look something like this:
This study is a useful technique for matching your service offers to your clients' perceptions and emotional states. Throughout its parks and resorts, Disney employs procedures to respond to the emotions of its visitors. Disney, for example, was the first to provide entertainment to customers waiting in lengthy lines to help them feel less bored and pass the time more quickly. Disney revisits this framework frequently to align its systems to visitor expectations, as guest requirements, wants, preconceptions, and emotions can vary over time.

The takeaway is that knowing your consumer, not just who they are but also what they want and why they expect it, is critical to creating a great and long-lasting customer experience. Another critical component is ensuring that your method for responding to these elements can be implemented by the personnel (Disney refers them as "cast members") who will be responsible for bringing it to life.
This is made possible, in part, by keeping things simple.

Simplicity

Disney's customer service system has only two components:
The Four Quality Standards
Safety
Courtesy
Show
Efficiency

Three Delivery Systems
Cast
Setting
Process

the four quality requirements are stated in order of priority, which helps cast members prioritize. These principles are implemented throughout the company and are continually reinforced via training and coaching. Disney utilizes their own vocabulary to refer to consumers, staff, and attractions in order to create a culture around the two components. In addition, cast members are given rules rather than scripts to follow in order to provide consistent service to visitors.

"Think globally, perform locally," as Disney puts it, is a part of the art of the four quality standards and three delivery systems. This allows individual hotels or resorts to include their own flavour and personality into Disney's service delivery model. Disney empowers its cast members by asking for input and recognizing and rewarding outstanding performance.

The Disney cast may then concentrate on the three delivery systems, such as perceiving oneself as part of a bigger whole and being accountable for themselves, as well as the setting and procedure. Integration and alignment are also crucial at this point.

Integration and Alignment

"The job of aligning and distributing your service stands over the three delivery systems of cast, setting, and process," according to the Disney Institute. "Building a service organization larger than the sum of its parts" is what integration is all about.

Disney's emphasis on integration includes built-in responsibility to its service components. It guarantees that Disney stays loyal to its fundamental mission by ensuring that the cast, setting, and procedures are all taken into consideration in whatever they produce. It also ensures that the three delivery methods are designed with the guest's needs, desires, stereotypes, and emotions in mind.

To provide a consistent and dependable guest experience, Disney's leadership is dedicated to this approach and incorporates new projects through the lens of integration to offer context for employees at all times. Due to a lack of context at other firms, efforts can look disjointed and unconnected. Companies may generally prevent cognitive dissonance by utilizing an integrated approach like Disney's.

Conclusion

Many healthcare companies can learn many things from Disney, and many have worked with the Disney Institute and gone through the books like "If Disney Ran Your Hospital". To successfully follow the way of Disney, the aligned model must be agreed upon by the leadership of the organization that will always use as context.

QUIZ

1) Customer-centricity is one of the five pillars. The key elements of the customer-centricity pillar are

- Responsible, leverage and alignment
- Responsible, sensing and development
- Responsible, sensitive and partnership
- Responsible, synergy and uniqueness

2) Customer centricity initiative started in the year 2010 at APL. It focuses on

- Keeping the customer happy
- Do the job as per customer requirements
- Understanding the consumer's perception
- All options

3) Why is customer-centricity required?

- Key to a sustainable business
- Point of differentiation from competitors
- Increase consumer repurchase intentions and loyalty
- All options

4) " Understand The Customer" is the first step of the customer-centricity cycle. What does it signify?

- Meet and understand the needs and expectations of customers
- Review the process
- Improve the design
- Increase sensitivity

5) "Increase Sensitivity" is an important step of the customer-centricity deployment model. It relates to the following

- Training and awareness
- Quality events
- Interaction with customer-centricity cell
- All options

6) Customer centricity cycle has three steps. What is the chronological order of these steps?

- Understand the customers – review and reinvent process/ product – identify clear action areas
- Identify clear action areas – understand the customers – review and reinvent process/ product
- Understand the customers – identify clear action areas – review and reinvent process/ product.
- Review and reinvent process/ product – identify clear action areas – understand the customers

7) " Identify Clear Actions Areas" in the customer-centricity cycle signifies

- Change the design of the product
- Change the process
- Identification of areas to be improved
- Identification of customers to be met

8) "Improve Process" step of the customer-centricity deployment model signifies

- Understand the voice of customers
- Collection of inputs from customers
- Completion of improvement projects
- All options

**Rachana B Rao
2027545**

Solution: C,D,D,A,D,C,C,C

QUIZ

1) What exactly does the term "customer-centric" mean?

- It can be a business that has a bottom-line-focused mentality.
- When a business concentrates on its shareholders.
- **When a business has the mentality to keep its consumers at the center of their attention across the whole organization.**
- When a business adopts a cost-cutting mentality across the organization.

2) Which of the following BEST defines customer centrality?

- The idea of building sales around the target client is known as customer centrality.
- **Client centrality refers to placing your customer in the heart of your company before, during, and after a transaction.**
- The drive to offer excellent customer service is referred to as customer centrality.
- The process through which a business develops a marketing plan oriented toward desirable consumers is referred to as customer centrality.

3) Which of the following BEST defines customer centrality?

- **Customer Centricity implies that we do everything for the customer.**
- Customer Centricity entails stalking the customer.
- Customer Centricity is a technological solution.
- Customer Centricity requires deliberate fine-tuning.

4) What would be considered as an example of a company's customer-centric culture?

- A business that is only concerned with generating money.
- **A firm that prioritizes the client in all aspects of its operations.**
- A business with sales and customer service divisions focuses only on customers.
- A firm that considers its stockholders in all aspects of its operations.

5) What is the significance of Customer Centricity?

- Key to Long-Term Business
- Differentiation from Competitors
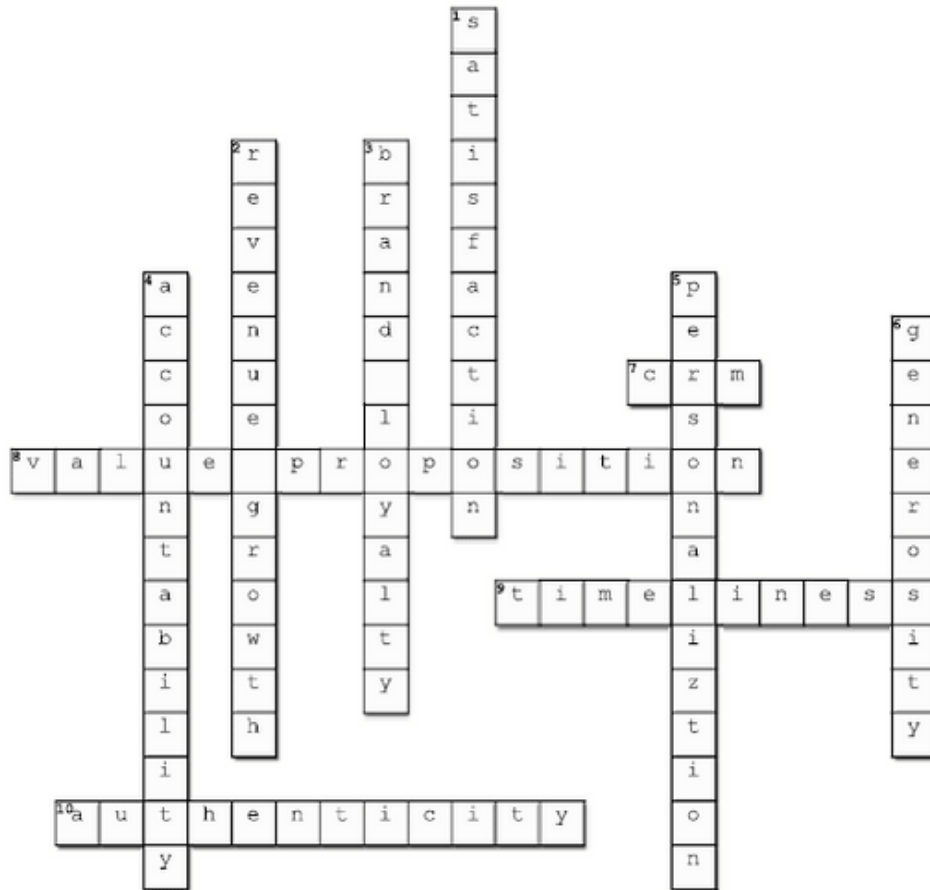- Boost customer repurchase intentions and loyalty.
- **All options**

**Akashdeep Batham
2027903**

CROSSWORD PUZZLE

CUSTOMER CENTRICITY

Created using the Crossword Maker on TheTeachersCorner.net

Across

7. process in which a business or other organization administers its interactions with customers, typically using data analysis (**crm**)

8. an innovation, service, or feature intended to make a company or product attractive to customers. (**value proposition**)

9. Essential to saving customers time and routing them to the most appropriate agents for their service situation (**timeliness**)

10. the state of something being legitimate and true to customers (**authenticity**)

Down

1. The result of providing customer centric services (**satisfaction**)

2. the increase (or decrease) in a company's sales from one period to the next. (**revenue growth**)

3. The positive association that consumers attach to a particular product or brand (**brand loyalty**)

4. Ability to be responsibility for the business actions and decisions (**accountability**)

5. the action of designing or producing something to meet someone's individual requirements (**personaliztion**)

6. The act of thanking customers for their long-term loyalty, or to correcting a difficult service situation (**generosity**)
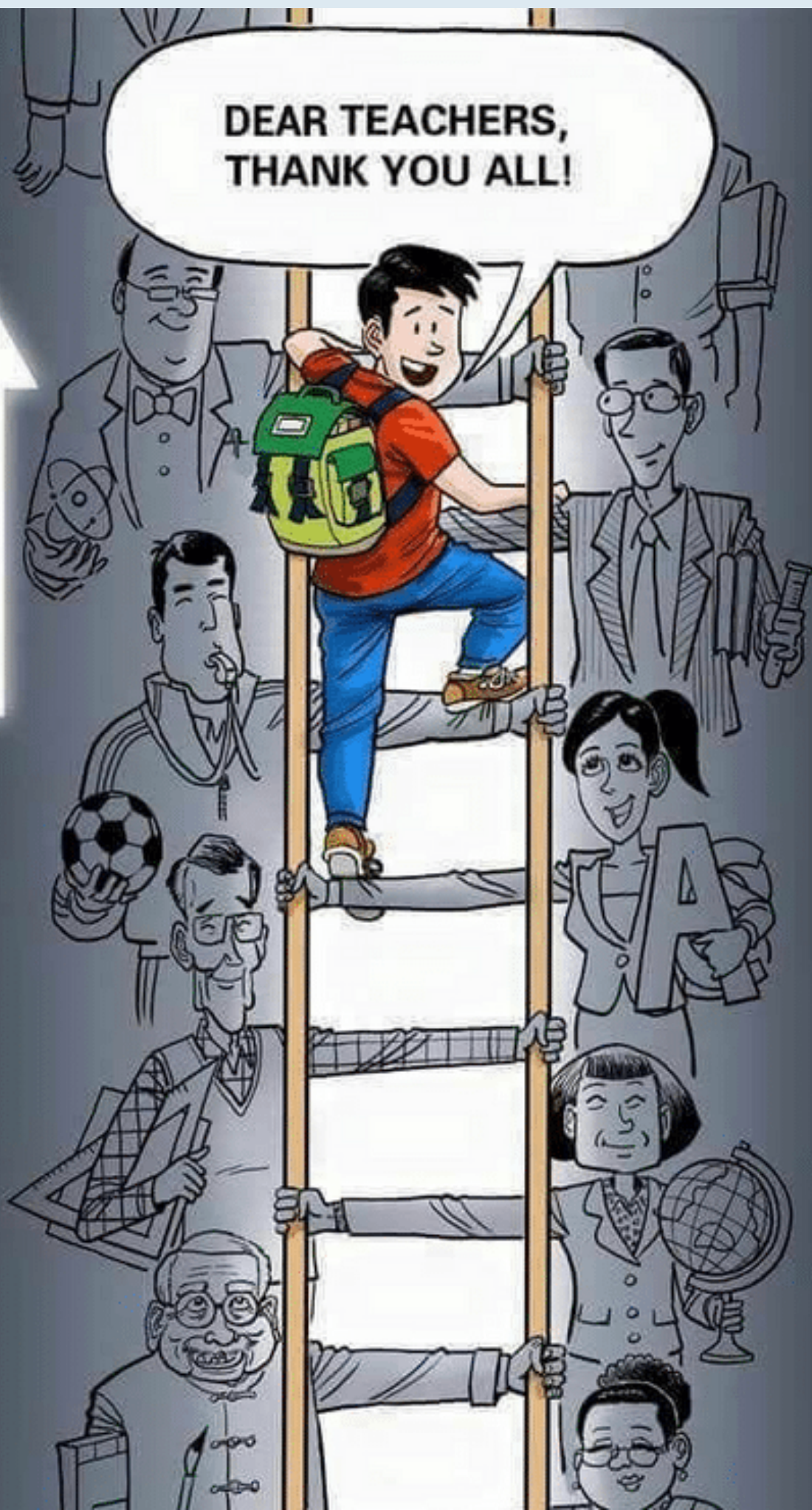
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