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## Customer-centricity

### 1. Introduction

In today's competitive environment, customer-centricity is essential. Wharton's marketing professor and co-director of The Wharton Customer Analytics Initiative, Peter Fader, once argued that too many organisations are customer friendly, but not customer-centric. Customer expectations and behaviours are said to have changed dramatically over the past ten years. Organisations are expected to meet customers' needs and expectations at every interaction, in return for customer loyalty.

### 2. What is Customer-centricity?

A customer-centric organisation puts its valuable customers at the core of its strategy and day-to-day operations. Every action is first evaluated by its impact on its customers. Customer-centricity is moving beyond lip service and re-orientating the entire operating model around the customer, increasing customer satisfaction and the organisation's profitability in the process.

Customer-centric organisations understand not only what the customer values, but also the value the customer represents to their bottom line. They align their operating models behind a carefully defined and quantified customer segmentation strategy and tailor business streams that include product development, demand generation, production and scheduling, supply chain, customer care, etc., to deliver the greatest value to the customers for the least costs.

### 3. Why Does Customer-centricity Matter?

Customers are the most important assets of any organisation. To become competitive and ensure continued business, it is necessary to develop a customer centric approach touching all points of a customer interaction. A customer-centric approach helps an organisation to acquire, retain and grow their customer base. One of the important ingredients for a customer-centric approach is being sensitive to the client needs, the other being proactive interaction with clients.

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Effective management of customer needs is a key differentiator for businesses today.

A customer-centric organisation:

- Has a clear, customer-centred vision with top down support;
- Makes every business decision in alignment with this vision;
- Knows what customers expect because it asks them;
- Tailor its products and services to what customers want;
- Meets customer expectations with every interaction;
- Regularly measures customer satisfaction and changes accordingly;
- Clearly communicates the importance of customer-centric behaviour to every employee;
- Measures and rewards customer-centric competencies and performance;
- Employs and promotes people who support customer-centricity;
- Expects suppliers and partners to model customer-centric behaviours.

Customer-centricity also gives rise to freedom within the organisation. Freedom empowers everyone in the organisation to customise their treatment of customers rather than to deliver lacklustre performances that customers feel are indifferent. Freedom rises out of the confidence that all employees understand why and for whom they are working. Freedom also manifests itself when a company is proactively working on customer solutions, rather than reactively handling complaints and resolving customer issues. All of this translates to fewer worries, coupled with brand new opportunities to achieve greater heights in terms of innovative and creative solutions.

## 4. Seven Practices of a Customer-centric Organisation

### 4.1. Make customers central to the mission

Making customers a part of the mission starts with physically writing the customer experience into key documents, and then using the remaining six practices to demonstrate a commitment to the customer-centricity goal.

The Ritz Carlton Credo is an example of writing the customer into the mission statement. It clearly defines the quality of guest interactions and a company commitment to the guest. At the Ritz Carlton, the mission statement is more than a forgotten piece of marketing collateral; it is a source of pride that employees rally around.

### 4.2. Focus on highly loyal customers

How an organisation treats its loyal customers sends a strong message to employees about whether a company is focussed on better experiences or higher profits. Organisations that value their loyal customers and stress the importance of their business to employees create an environment that naturally encourages employees to invest personally in relationships.

Making customers central to the mission and focusing on building and sustaining customer loyalty are two practices that start at the top of an organisation and require consistent communication. These are core practices that employees recognise as demonstrating their leaders' commitment to the customer.

### 4.3. Invite customers to give feedback

Investing in collecting customer feedback and acting on the responses is a sign of commitment to improve customer experiences. Verbal communication of the importance of focussing on the customer is important but can be bolstered by "putting your money where your mouth is" and investing in a "Voice of the Customer Programme" that will allow customers to speak directly to the organisation.

#### **4.4. Invite employees to share ideas and suggestions on improving the customer experiences**

Employees often hold deep knowledge of what customers need most, how to provide it, and systems that prevent them from delivering it. Asking for employee feedback is integral to the ability to deliver a consistently great experience and sends a powerful message to employees about the importance of their role in aligning the company around the customer.

The practice of collecting feedback is found to be used consistently by customer-centric companies, and for most of the CEOs focused on getting closer to the customer, hearing the voice of customers and employees will be an integral step toward achieving this goal.

#### **4.5. Provide employees with the necessary resources to solve customer problems**

It is easy to profess customer-centricity at the executive level and build a nice marketing campaign around the idea, but failure to make the monetary investment in the appropriate resources will give the employees the impression that leadership does not actually value the happiness of the customer.

#### **4.6. Share customer feedback with employees**

CEOs who are focused on getting closer to the customer will also see the value in bringing the customer closer to the employee. While customer feedback is not a substitute for a real live person in front of the employees, it does provide insight into how employees' work impacts customers in a meaningful way. Customer feedback provides clear insight into what differentiates the organisation in the eyes of their customer, and this information coupled with specific customer comments can tell a compelling story about the role employees play in creating better customer experiences.

#### **4.7. Tell employees they have done a good job serving customers**

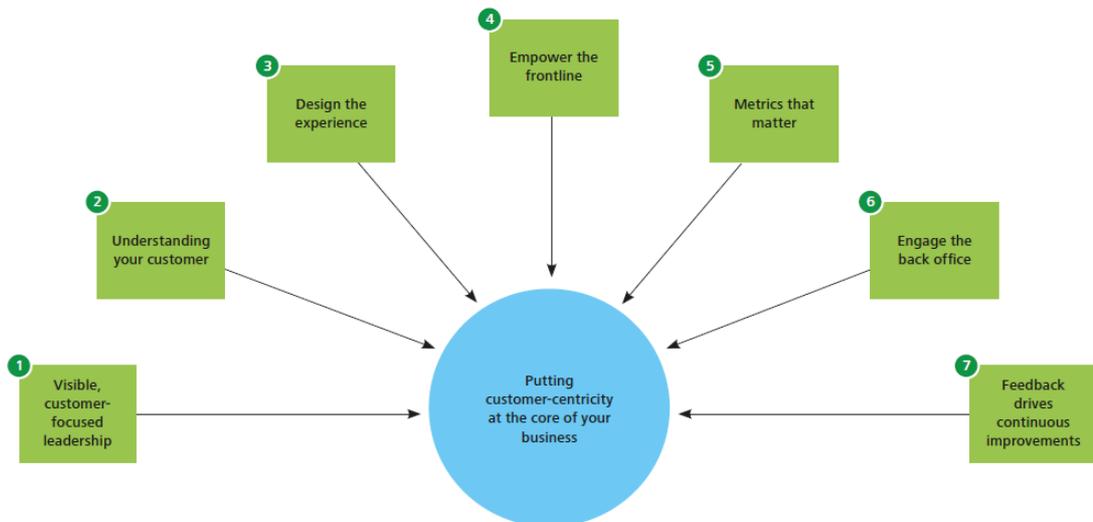
Feeling genuinely appreciated lifts people up. Employees who receive recognition from

customers are found to be 4.5 times as likely to be engaged compared to those who do not receive this feedback.

Customer-centric companies make a habit of letting employees know when they have provided good service to a customer. Organisations with good customer experiences are also found to have 2.5 times more engaged employees than companies with poor customer experiences. Customer-centric organisations know that getting closer to the customer starts with creating an employee experience that allows employees to do genuinely good work.

## 5. The Building Blocks of a Customer-centric Organisation

Strategies for embedding customer-centricity into the organisation



Source: Customer-centricity: Embedding it into your organisation's DNA. (2012). *Deloitte*. Retrieved April 1, 2013, from <http://www.deloitte.com/assets/Dcom-UnitedKingdom/Local%20Assets/Documents/Services/Consulting/uk-con-customer-centricity-dna-v2.pdf>

### 5.1. Visible customer-focussed leadership

Organisations cannot be customer-centric if the customer experience is not an executive priority.

## Accountable customer-focussed leadership

Having clear leadership from the top that articulates what customer-centricity means to the business and what it looks like in practice is critical to creating a customer-centric organisation. Whilst it is common to have someone responsible for the customer experience, organisations that are truly focussed on building their business around their customers are empowering top executives to own the customer journey, from initial contact through to final resolution. Hence, individuals need to be accountable for customer experience at key touch points within the customer lifecycle. However, a key challenge that is known to be faced by many organisations is how to change service accountability from product driven or silo based views of the customer, and move the customer service function towards common, experience based indicators. Enabling this change is fundamental to driving the right behaviours.

## Governance and common purpose

Customer service leaders throughout the organisation need to have the ability to build strong relationships with key areas of the business that impact the customer experience. Often, they will need to work with other business functions such as the IT and HR departments, and educate them on the impact that changes in other business functions have on the customer. High-level governance and lower level, cross-function working groups and relationships are fundamental to driving positive customer experiences.

## New ways of communicating

Today, customers have changed the way they interact with organisations. They have moved towards digital channels such as Twitter, Facebook and blogs. Thus, it is essential that customer service leaders are seen to have a voice and presence through these digital channels. The ability to communicate and engage via short and direct messages is a powerful tool that allows customers and employees to keep up to date without having to spend large amounts of time searching, reading documents or listening to presentations. For some organisations, they have built large social networks that allow their employees to communicate and engage with each

other via digital channels, allowing real-time engagement and communication which is not possible in traditional channels.

## 5.2. Understanding your customer

Organisations need to understand who their customers are and their likely behaviours to tailor experience based on what they know about them.

### Transformational change

Customer Insight Teams and Voice of the Customer (VoC) programmes are becoming an integral part of all customer experience initiatives. They are driven from all areas of the organisation to better understand the customer. Many organisations have reported positive results, although incremental, rather than transformational change. In order to fully capitalise on these programmes, organisations need to leverage their data/insights to drive decision making.

### Connect internal and external customer data

Some organisations combine behaviour and usage data with external customer information. This provides a view of customers based on behaviour and usage. It also identifies opportunities that are not always revealed through traditional methods. External information from a customer's background provides a valid insight into their spending profile and habits. Analysis can often lead to breakthroughs in the services and products that organisations can choose to offer customers and decide how they choose to interact with them.

### Looking through the right lens

Customers can be viewed, grouped and organised in all sorts of ways depending on the approach. For example, whether considered as an individual or a family can drastically alter the results. For an organisation to achieve the outcome best suited to them, the approach they take to identifying their customers is crucial. The approach should be monitored and adapted in line with an organisation's customer service strategy to provide different views of the customer base.

## Look for variations

Many organisations lack depth in their customer insight. The ability to identify variances in customer profiles unlocks a wealth of information with which to target them. Understanding the different socio-economic groups, location of origin, address and household details can help organisations approach customer service in a way that is much more useful to the customer.

## Pass it on

It is crucial for these insights to be communicated across the organisation, particularly to areas that typically would not consider customer insight as part of both operational and strategic change.

### **5.3. Design the experience**

The customer perception of a brand is based on what they see, hear and sense. These initial impressions need to be backed by empowered employees and business processes that minimise customer effort. This perception often starts with the brand, which is the essence of the underlying perception that the customers have of an organisation. Often, there is a significant disconnect of the delivery of this brand between sales and marketing, and customer care.

## Defined customer experience

Part of embedding the brand, and key to managing customer expectations is having a defined end-to-end customer experience. This enables key interaction touch-points across every channel to be identified and understood. Key to understanding these touch-points is taking a holistic approach and incorporating every aspect involved. Once these touch-points are understood, they can be designed to specify exactly what organisations want the customer to perceive at each touch-point. Often, this means creating cost-effective processes where the customer may perceive a seamless experience, but which may rely on manual processes to fulfil it.

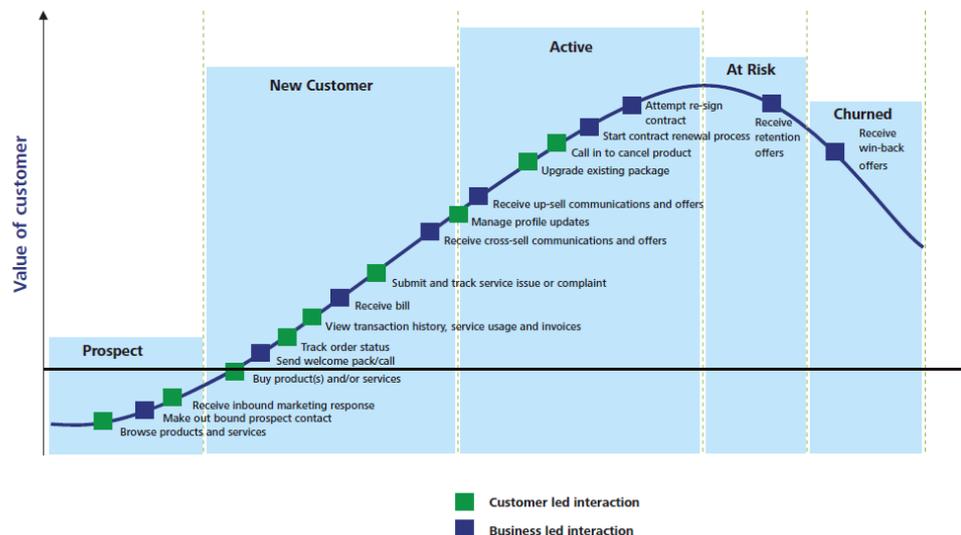
This process should also encompass emerging digital and mobile customer interaction channels such as Facebook, Twitter and other smartphone

applications. The change in how consumers are choosing to interact with organisations and the speed at which it is happening, has established these types of contact channels as real channels that customers expect organisations to be able to interact with them on. Many organisations tend to fail to do this in a clear and concise manner.

## Moments of truth

Often, the majority of customers do not want amazing service. Instead, they want clear and accurate information on the service they will receive. Customers simply want an efficient, friendly experience that resolves their enquiry. However, there are key moments in a customer's lifecycle where delivery of outstanding service will influence their long-term perceptions and behaviours (otherwise known as 'moments of truth'). One way for organisations to achieve this is through changing behaviour of employees around a limited number of key customer interaction touch points that are most critical to providing competitive differentiation. Through targeting people centric change at key events, specific behaviours and actions can be identified and then taught and communicated to employees who are responsible for delivering it.

Planning customer interactions across the lifecycle



Source: Customer-centricity: Embedding it into your organisation's DNA. (2012). Deloitte. Retrieved April 1, 2013, from <http://www.deloitte.com/assets/Dcom-UnitedKingdom/Local%20Assets/Documents/Services/Consulting/uk-con-customer-centricity-dna-v2.pdf>

## Service promises

Successful customer-centric organisations also tend to have service promises or customer charters, which outline what customers can expect. Each promise needs a clear metric to measure against and senior executives must be accountable for delivery of them across the organisation. Organisations need to create events and themes around these promises to keep them relevant, refreshed and top-of-mind.

## **5.4. Empower the frontline**

### The foundation for great service

To empower the frontline, the brand and its implications need to be understood. Providing empowerment to the frontline works best when people believe they are an important part of the organisation. Senior management need to regularly show their appreciation of the role people play on the frontline and acknowledge the feedback they provide as well as leading by example. It is the frontline staff who understand better than most the impact that specific changes will have on both their roles and on the customer. Ensuring that the frontline team understands how the customers are to be treated and the style of relationship the organisation wants their customer to experience will impact how they behave, the sorts of decisions they make and ultimately will form the view that the customer has of the organisation.

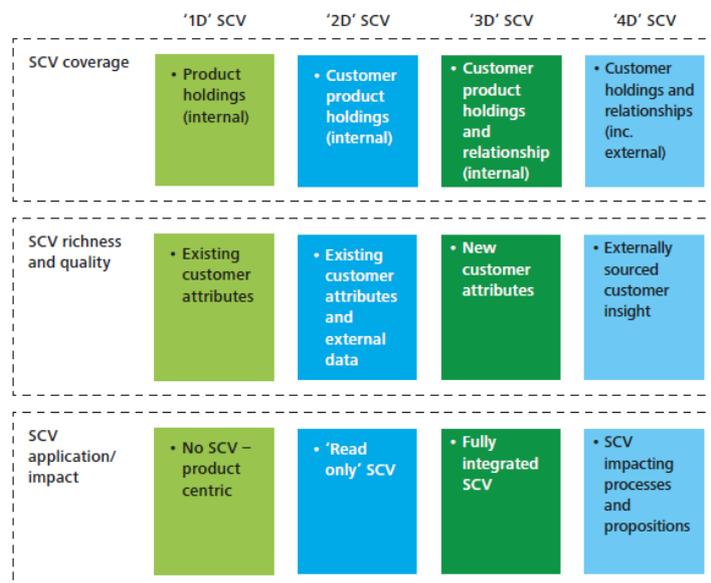
### The right tools

There are a number of key factors to consider when embedding customer-centricity into operations. Giving power to frontline employees is essential; they need to have the 'right' tools and information to help them meet customer needs. There needs to be clear decision making channels to enable frontline staff to make 'on-the-fly' decisions that help resolve queries at first point of contact. Traditionally, processes have been built around scripts and measurement frameworks that are designed to deliver conformity. However, experience has told us that this can lead to unhappy customers when their needs do not fit the script. Some organisations have gone to the other extreme and provide ambiguous or unclear

frameworks which increase the risk factor, particularly around customer identification and verification processes.

## Single Customer View

One of the single, biggest things that organisations can do to empower the frontline is provide a Single Customer View (SCV) of all customer interactions, relationships and external activity. The four dimensions of the SCV are presented in the figure below. It is important to note that it is essential a realistic roadmap is built to show how the SCV continuously evolves to provide greater insight and functionality right across the business.



Source: Customer-centricity: Embedding it into your organisation's DNA. (2012). Deloitte. Retrieved April 1, 2013, from <http://www.deloitte.com/assets/Dcom-UnitedKingdom/Local%20Assets/Documents/Services/Consulting/uk-con-customer-centricity-dna-v2.pdf>

## Let individuals behave as they would normally

Creating a culture of innovation, with individual customer focus and responsibility, underpinned by an embedded customer service framework, is vital to establishing effective and high performing staff. This environment captures individual creativity without increasing risk for frontline staff. To achieve this, there needs to be buy in from staff for core values to drive the right behaviours and allow

them to approach service in a way that is comfortable to them.

### Magic moments

Creating an environment where individuals feel they have a degree of creativity and empowerment within a structured framework allows for 'magic moments' of customer service. These are unexpected moments that go beyond the norm of customer service and provide truly unique experiences.

## 5.5. Metrics that matter

Customer-centric measurement and reward are key enablers to understand if the organisation have succeeded or failed.

The right metrics also need to be supported with the right record framework. However, putting in place a robust measurement system alone is not sufficient; the key is to understand what this measurement is indicating and to act upon it to change how the business operates. This will help to foster a culture of continuous improvement. This must also be an ongoing journey.

The actual metrics used should be tailored to the goals of the organisation. Two key things that stand out are:

- There needs to be a single headline customer metric which is understood and used across the business. Often this is built around net customer gain or loss and fiscal impact for the senior executive level. Supporting these figures, typically the headline complaint figures and customer insight trends will be used to provide context.
- Metrics need to be aligned to customer lifecycle and key touch-points. This helps to create experience-based accountability rather than product or business unit focus points, which often conflict against customer's needs. Many organisations employ Net Promoter Score (NPS) and more commonly Customer Lifetime Value (CLV) as key metrics.

The right metrics also need to be supported by the framework. It is not only financial incentives that make the difference; smaller gestures can be just as effective.

## 5.6. Engage the back office

Customer-centricity is about every team and individual in the organisation, not just customer service.

### A common understanding

The design and delivery of the customer experience should be the key strand that brings an organisation together and closer to customer-centricity. Unfortunately, often the majority of people outside customer-facing business units fail to understand the customer lifecycle and touch-points from the customer's perspective.

### Back office engagement

An approach that some organisations take is to use the customer lifecycle and the mapping of the key customer touch-points as the framework to educate and help drive customer-centric thinking and behaviours within back office functions. Product and service proposition development teams need to foster close working relationships with contact centres and retail stores to encourage effective input and feedback from those who have real experience of the impact that specific changes will have on both their roles and the customer.

### It is a journey, not a sprint

Organisations must take a more robust view of these non customer-facing business functions and provide them with the education, tools and awareness needed to inform individuals of what it means to be a customer or customer-facing.

Many organisations have overcome some of these challenges by encouraging other areas of the business and senior executives to spend time on the frontline to get a real perspective of the customer experience. Often this leads to new appreciation of the impact of decisions made in key functions such as marketing, IT and HR.

## 5.7. Feedback drives continuous improvements

New social channels allow customers to feedback in real-time. Operational changes can, and should be, made in hours, not days, weeks or months.

There are two types of feedback – the traditional voice of the customer campaigns that proactively seek customer opinion and indirect feedback which includes social media in the form of Facebook, Twitter, blogs, and online forums.

### Traditional methods

For traditional feedback, many organisations have pockets of feedback loops, but very few have them either across the entire business (both customer-facing and non customer-facing business units), or joined-up to allow consolidated analysis and action. Experience shows that where isolated feedback loops exist, the output is often never seen at the right level or in the right area of the business to implement an effective change. To create effective feedback loops, all feedback must be consolidated against the customer lifecycle and key touch-points. This is often best done centrally and driven out of a Voice of Customer (VoC) team that is taking a customer review, rather than thinking about specific product or channel silos.

### Digital age

Social media is not only growing in popularity but provides individual customers with the power to reach huge numbers of people. A well known individual on Twitter with a million followers who tweets something can potentially have the same reach and impact as a full-page national newspapers advert or television commercial. Organisations are approaching the digital age in very different ways. Some have dedicated teams monitoring and responding to individual feedback, while others are choosing to monitor but not take direct action. However, for instances involving urgent customer updates such as product issues, the speed and breadth of delivery via social media makes it the channel of choice.

## Listening

Many organisations use data mining tools and search capabilities to hunt comments and feedback made by individuals about their company. Gaining feedback through traditional methods usually only provides a view of the success of a campaign a considerable time after it has finished. Social media provides organisations with real-time insight.

## Responding

Organisations have an opportunity to make changes and then and there and directly influence the success of new products or services. In order to leverage these new digital channels and respond to customers in a timeframe to make a real difference, organisations need to have a framework in place. Developing a robust process considering all aspects of data protection and legalities is imperative to managing the risk involved in a new channel.

## Getting the feedback to the right areas

Often, compelling feedback never makes it to the right place to be considered, as it gets passed to the wrong person or is not clear who is responsible for it. Two practical ways to avoid this are firstly ensuring all feedback is passed through a central team for distribution and secondly, the use of a 'dashboard' that can be accessed by anyone within the organisation to submit, track and monitor feedback and ideas submitted.

## **6. Developing a Customer-centric Culture**

Creating a customer-centric culture is about understanding the brand value and delivering it consistently to customers. However, it does not mean doing everything that customers want. It means to focus on what they value most, in line with the overall business strategy and brand promise. Re-designing the organisation to put customers at the centre of every business decision is known to be challenging, particularly if the business is product-focussed, highly diversified or change-resistant.

## 6.1. Have a clear, customer-centred vision

Redesigning your organisation to put customers at the centre of every business decision can be challenging, particularly for big businesses that are product-focused, highly diversified or change-resistant.

Organisations have often tried and failed. Some have addressed the issue from a cultural standpoint; others have revised their strategy and execution. Both approaches have flaws: they either lack the essential customer perspective or they neglect the people element. Some organisations fail to understand that to build a customer centric company, one needs to work from the outside in. In other words, the starting point should not be the business strategy, or processes, or even the people, but it should be the customers.

## 6.2. Know your customers needs and expectations

Follow a holistic, multi-disciplinary approach by first mapping the customer's journey. Only then can one work with employees to align the whole business with the goal of improving customer experience.



Source: Customer centricity: The key to a sustainable future. (2012). *Maximus*. Retrieved April 1, 2013, from [http://www.informa.com.au/conferences/transport-conference/rail-conference/customer-relations-in-rail-conference/customer-centricity\\_maximus-international](http://www.informa.com.au/conferences/transport-conference/rail-conference/customer-relations-in-rail-conference/customer-centricity_maximus-international)

### **6.3. Clearly communicate the importance of customer-centric behaviour to every employee**

Whilst every approach to customer-centricity must include a robust review of the strategy, operating model, technologies, processes, and policies, the key to true success will be the people. A business must go beyond the strategy and process elements that many organisations focus on – it must also work across several important human capital levers. These include organisational change management, leadership and mind-set solutions, and customer-focused development programmes, reward systems and internal communications. By the end of implementing this strategy, every individual must understand the role they play in delivering the customer service vision and the behaviours they need to model.

### **6.4. Make every business decision in alignment with the vision**

A customer service approach should be dynamic, interactive and ROI driven. It must also be challenging and sometimes uncomfortable. Customer expectations should be met at every interaction with a consistency of service delivery and experience. In return, the outcome is a more customer centric organisation, with a measurable and sustainable improvement in customer satisfaction, employee engagement and sales results.

## Case Study

### Best Buy

Best Buy is one of the largest technology and entertainment retailers in the United States. The company has built its success by being focussed on the customer and innovating in the ways that customer services are presented and managed. Their values revolve around having fun as an organisation, learning from challenge and change, always showing respect and integrity, and actively working to realise the potential of their employees, all while providing services that are unmatched in the retail trade. Best Buy's "light and breezy" vision statement is "Making life fun and easy".

Best Buy started small. In 1966 it was known as Sound of Music store, selling audio, video, and car stereo equipment. It grew in the 1980s with the name changed to Best Buy and a penchant for understanding what customers wanted, carrying multiple brands, and concentrating on product displays. In 1985 Best Buy went public and, like many competitors, competed on price. In 1989, however, the company decided to compete using a different sales concept: Customers are in charge; sales is there to help. In other words, customers do not want to be sold; they want to buy after they see all the choices and prices. Best Buy took its sales staff off commission and built bigger and brighter stores to display all the products.

The concept worked well on the sales side. In 1995, revenue was US\$3 billion – but the company was not profitable, and the infrastructure and its processes appeared not to support profitable growth. Disciplined store execution of standardised processes became the order of the day, along with a drive to increase market share. Through a new subsidiary, BestBuy.com, the company entered the Internet arena, and, through the acquisition of Magnolia, it entered the high-end audio-video market. These efforts proved highly successful: Best Buy's market share rose from 11 percent in 2000 to 17 percent in 2004, and earnings per share experienced a compounded annual growth rate of 29 percent over the same period. At the same time, its employee engagement scores – based on the Gallup 12-question five-point scale – increased from 3.79 in 2002 to 4.08 in 2004, and customer loyalty – measured in repeat customers – grew from 34 percent in 2002 to 45 percent in 2004. Forbes named Best Buy the Company of the Year in May 2004.

Best Buy knew it could not bask for long in the light of past successes. Opening new stores would continue as a path to growth, but innovation had to be coupled with performance if the company was to sustain and increase its position in the marketplace. Frequently, innovation comes on the heels of a

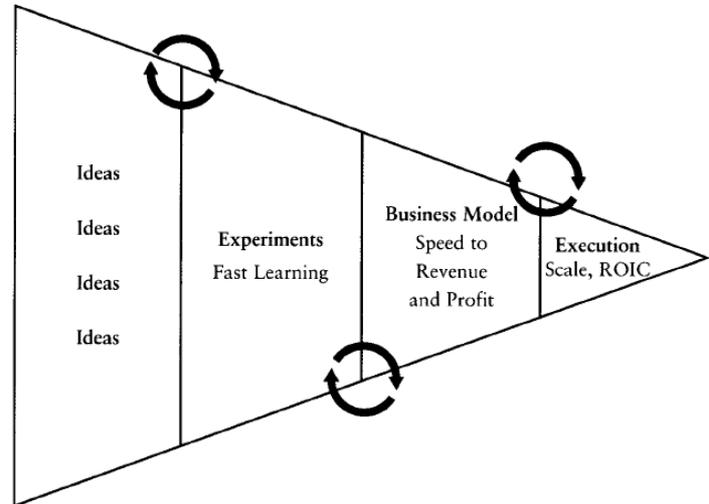
crisis, when the company's back is against the wall. Alternatively, innovative ideas often pour forth from an entrepreneurial leader in a start-up company. Senior management recognised that it was neither in crisis nor a start-up. The changes required by innovation would be difficult in the midst of its success. It had to create the necessity that would become the mother of invention.

That necessity came in a concept that everyone in Best Buy could accept: customer-centricity. Best Buy decided to move from the mass market and price formula that animated much of the strategy of retail chain stores to a "unique store approach." Stores would become "customer-segmented" and be built around the unique interests of customers in each area. Rather than have a cookie-cutter approach to design and stocking that fit corporate needs for efficiency and control, stores would reflect customer needs. More autonomy would be given store managers, and technology would be employed to keep on top of customer buying patterns. Processes that were not customer-driven would be driven out: readjusted, outsourced, or eliminated.

Implementing this concept – a true culture change – was not simple and clearly would not occur overnight. It meant creating an owner/operator mentality throughout the company. It meant developing new business acumen around segmentation, value propositions, and financial impact. It meant empowerment: gaining energy from learning and personally making change happen. Most of all, it meant understanding the customer. Who are they? What do they want? Can we deliver it?

To start, Best Buy quickly re-fitted five stores to become learning labs for the rest of the company. It developed an accelerated leadership development programme, using action learning components to prepare both corporate and store management for the change from centralisation and sameness to de-centralisation and uniqueness. Operating plans were designed with more flexibility and scalability. Measurements were established to compare store results of similar volume stores under the old and new concepts. The company also devoted a huge effort to communicating with and engaging employees in the change. Being closest to the customer, employees played a key role in making segmented stores work. An institutionalised learning model was deployed to move employee/customer input into execution (see figure below).

## Institutionalised Learning Model



Source: Walden, J. Best Buy: Customer-centric innovation. *Human Resource Planning*. 29(3): 34-36. Retrieved April 1, 2013, from EBSCOhost database.

John Walden, the former Executive Vice President for Best Buy's Customer Business Group, emphasised that moving to customer-centricity is as much a human endeavour as a strategic endeavour. Customer-centric capabilities will be the basis for all future growth, not only incremental store improvement. As a result, a new human capital philosophy has been adopted to:

1. Recognise the unique talents of each employee, and deploy those talents in a manner that maximises the employee's energy to drive business outcomes.
2. Reengineer the talent system (selection, performance management, rewards, development), and develop other HR capabilities for personalisation vs. sameness.
3. Focus HR on strategic differentiation – transformational company change vs. support.
4. Assume a leadership role in the transformation of the business.

In practical terms, he said that HR is now in the stores – on the ground to drive the transformation agenda, coach store managers, simplify processes, and share institutional learning.

Articles can be retrieved from  
NLB's e-Resources –  
<http://eresources.nlb.gov.sg>

Books are available at the Lee  
Kong Chian Reference Library.

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- Losing your edge over competitors?
  - Rising costs affecting your profitability?
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Credit!\*

## WHY CPP?

### Enterprise Focused

Targeted at the enterprise with focus on productivity issues and challenges at the enterprise level

### Diagnostic Approach

Identify strengths and areas of improvement so that actions can be decided easily

### Technique-based

Teach productivity techniques, tools and methodologies applicable to the enterprise that can be adjusted to suit specific sectors through contextualization

### Project Guidance

Participants to undertake productivity project for their own company on a previously identified productivity issue for which project guidance is provided. This ensures that supporting companies benefit from sending their staff for the course

1. Analyse productivity issue
2. Develop solutions
3. Implement improvements

Call us today at **6375 0938 / 6375 0940** to either:

- Register for next intake; or
- Attend our information session; or
- Arrange for us to visit you

## WDA Funding Available!\*

SMEs: 70% of Course Fees  
All other entities: 50% of Course Fees

\*Terms & conditions apply.



SINGAPORE  
PRODUCTIVITY  
ASSOCIATION

For full 2013 Schedule or more information, please call **6375 0938 (Angela)** or **6375 0934 (Thomas)**. Alternatively, email to: [cpp@spa.org.sg](mailto:cpp@spa.org.sg)

## SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.

<b>CPP Course Syllabus</b>	
<b>CPP</b>	<b>CPP (Retail)</b>
<p><b>Module 1: Understanding Productivity</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Introduction to Productivity and Quality Concepts</li> <li>• Factors Affecting Enterprise Productivity</li> <li>• Productivity Movement in Singapore</li> <li>• Productivity Promotion in Businesses</li> <li>• Productivity Challenges</li> </ul>	
<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Business Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> <li>• Integrated Management Systems</li> </ul>	<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Delivering Service Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> </ul>
<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Knowledge Economy &amp; Innovation</li> <li>• Service Excellence</li> <li>• Team Excellence</li> </ul>	<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Introduction to Service Excellence &amp; Sales Productivity</li> <li>• Store Management &amp; the Roles of a Store Manager</li> <li>• Minimising Operational Constraints &amp; Focusing on Sales</li> <li>• Setting Goals &amp; Analysing Statistics</li> <li>• Coaching &amp; Motivating Sales Staff</li> <li>• Service Behaviours that Encourage Business</li> </ul>
<p><b>Module 4: Critical Success Factors</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Management Commitment</li> <li>• Managing &amp; Sustaining Change</li> <li>• Overcoming Resistance to Change</li> <li>• Training and Education</li> <li>• Planning for Implementation and Control of Productivity Improvement Programme</li> <li>• Briefing on project assignment &amp; Role of Productivity Practitioner</li> </ul>	

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

### Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For SMEs:	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$1,110	S\$1,187.70
<b>Non-Member (S\$3,950)</b>	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$185.00	S\$197.50
<b>Non-Member (S\$3,950)</b>	S\$197.50	S\$211.25

Here are the schedules for CPP:

### (Retail)

May 2013		
Date	Module	Time
Friday, 3 May 2013	Module 1	9-5 pm
Tuesday, 7 May 2013	Module 1 & 2	9-5 pm
Thursday, 9 May 2013	Module 2	9-5 pm
Monday, 13 May 2013		9-5 pm
Wednesday, 15 May 2013	Module 3	9-5 pm
Monday, 20 May 2013		9-5 pm
Tuesday, 28 May 2013		9-5 pm
Wednesday, 29 May 2013	Module 4	9-5 pm

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1& 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Friday, 14 June 2013		9-5 pm
Tuesday, 18 June 2013	Module 3	9-5 pm
Thursday, 20 June 2013		9-5 pm
Tuesday, 25 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

**(Food)**

May 2013		
Date	Module	Time
Friday, 3 May 2013	Module 1	9-5 pm
Tuesday, 7 May 2013	Module 1& 2	9-5 pm
Thursday, 9 May 2013	Module 2	9-5 pm
Monday, 13 May 2013		9-5 pm
Wednesday, 15 May 2013	Module 3	9-5 pm
Friday, 17 May 2013		9-5 pm
Tuesday, 28 May 2013		9-5 pm
Wednesday, 29 May 2013	Module 4	9-5 pm

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1& 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Monday, 17 June 2013		9-5 pm
Wednesday, 19 June 2013	Module 3	9-5 pm
Monday, 24 June 2013		9-5 pm
Wednesday, 26 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

**(Generic)**

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1 & 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Friday, 14 June 2013		9-5 pm
Wednesday, 19 June 2013	Module 2 & 3	9-5 pm
Friday, 21 June 2013	Module 3	9-5 pm
Wednesday, 26 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

July 2013		
Date	Module	Time
Monday, 15 July 2013	Module 1	9-5 pm
Wednesday, 17 July 2013	Module 1 & 2	9-5 pm
Monday, 22 July 2013	Module 2	9-5 pm
Wednesday, 24 July 2013		9-5 pm
Monday, 29 July 2013	Module 2 & 3	9-5 pm
Wednesday, 31 July 2013	Module 3	9-5 pm
Friday, 2 August 2013		9-5 pm
Tuesday, 6 August 2013	Module 4	9-5 pm

## Core Faculty Members

### **MR. LAM CHUN SEE**

**B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING (UNIVERSITY OF SINGAPORE)**

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting, He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

### **MR. LEE KOK SEONG**

**M.SC. IN CHEMICAL ENGINEERING (IMPERIAL COLLEGE, LONDON UNIVERSITY), B.SC. IN CHEMICAL ENGINEERING (NATIONAL TAIWAN UNIVERSITY)**

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. his track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah Industrial Corporation Ltd. Mr. Lee is currently a certified

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SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

### **MR. LOW CHOO TUCK**

**M.SC. IN INDUSTRIAL ADMINISTRATION (UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS (NUS); DIP IN QUALITY CONTROL INSTRUCTORS (INTERNATIONAL QUALITY CENTRE, NETHERLANDS); CERTIFICATE IN PRODUCTIVITY DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE); CERTIFICATE IN ADVANCED MANAGEMENT DEVELOPMENT (INSEASD)**

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

### **MR. QUEK AIK TENG**

**B.ENG (HON.) IN MECHANICAL ENGINEERING (UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS EFFICIENCY (INDUSTRIAL ENGINEERING\_ (PSB-ACADEMY); CERTIFIED MANAGEMENT CONSULTANT (CMC); PRACTISING MANAGEMENT CONSULTANT (PMC); MEMBER, INSTITUTE OF MANAGEMENT CONSULTANTS (IMC) SINGAPORE**

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of

Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

**MR. WONG KAI HONG**  
**MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)**

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

***For registration or more information, write to us at [CPP@spa.org.sg](mailto:CPP@spa.org.sg).***

***Alternatively, you could also contact our secretariat:***

***Ms. Angela Poh***

***DID: 6375 0938***