

Thecasesolutions.com

The Customer-Focused Growth Project





builds its competitive advantage on
a set of rare and inimitable
resources.

Thecasesolutions.com

The Customer-Focused Growth Project

Learning Objectives

Thecasesolutions.com

-  To understand the link between process-based and customer-focused management
-  To understand which customers to focus on [target group(s)]
-  To understand which business processes are crucial to make an organization customer focused
-  To understand which resources an organization needs in order to be customer focused

Thecasesolutions.com



Process-based **customer-focused**
Management

Introduction

Thecasesolutions.com

- Process ~ an activity or group of activities that takes an input, adds value to it and provides an output to an internal or external customer (Harrington, 1991)
- Harrington thus considers a process to be necessarily customer oriented

Thecasesolutions.com



CUSTOMER



Customer focus, customer value and customer satisfaction

Thecasesolutions.com



answer : segmentation & targeting

Targeting Strategy	Type of customer focus	Implications for process design
Customization	Focusing on each customer as an individual	Flexible, customizable processes
Single segment concentration	Focusing on one specific type of customer	Processes standardized for the 'average' customer of the chosen segment (one target group)
Differentiated marketing	A differentiated focus on a selection of different customer types	Differentiation in processes to cater for a variety of 'average' customers (several target groups)
Undifferentiated (mass) marketing	An undifferentiated focus on all customers	Processes standardized to appeal to the broadest number of customers

Thecasesolutions.com

Customer Satisfaction



- **prime measure of success for a customer-focused organization**
- **way of measuring should match the idea of a core service product complemented with augmented products/services**

Customer-perceived value

- one of the drivers for customer satisfaction
- refers to the trade-off between perceived benefits and perceived costs

Benefits

Thecasesolutions.com

- benefit of satisfying the core need or solving the core problem
- supplementary benefits
- security benefits
- social benefits
- convenience benefits

Costs

- monetary and non-monetary costs to find information about the product, purchase the product, use the product, service the product and dispose of the product
- non-monetary costs include time costs, social costs and psychological or behavioral costs

Benefits

Thecasesolutions.com

- **benefit of satisfying the core need or solving the core problem**
- **supplementary benefits**
- **security benefits**
- **social benefits**
- **convenience benefits**