Customer-focused management defined

- The key question is how to manage the organization in such a way that target customers are satisfied with the
- lization or with any products are into of truth for the generation of mer satisfaction or dissatisfaction.

Organization structured around customer-facing

All activities within an organization's processes can be organized as either front-office activities or back-office activities.

Designing business process with front-office

- Two different ways to organize for such a single
- who represent the customer and take the customer's service requests through the different parts of the organization. b. Radically redesign the organization around
- customer-facing processes instead of around
- The customer-focused organization should organ ts Information system with the customers as







Introduction

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Summary

The customer focused organization is in essence a learning organization.

Through its key processes, it continuously learns about markets and customers.

The customer-focused organization builds its competitive advantage on a set of rare and inimitable resources.





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The Customer-Focused **Growth Project**

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



The Customer-Focused Growth Project

Learning Objectives

- 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



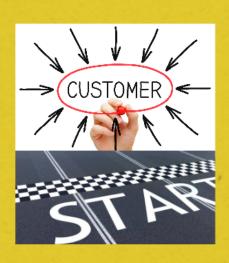
Introduction

- 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





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

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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

Thecasesolutions.com Customer-perceived value

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

Benefits

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- 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

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