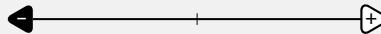
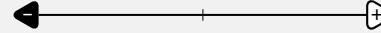
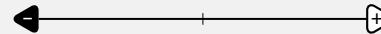
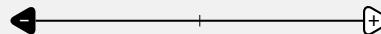
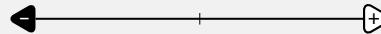


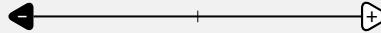
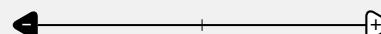
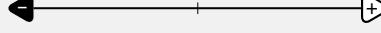
The Organizational Shift

Which side best describes your organization?

It's critical to know what you're aiming for with change. The Organizational Shift summarizes significant areas for change and outlines what customer-centric organizations strive for as they shift from their existing state to an optimal future state.

Where does your organization score between these two states?

LESS CUSTOMER CENTRIC ORGS	MORE CUSTOMER CENTRIC ORGS
1. STRATEGY	
<ul style="list-style-type: none"> • Product focused. • Sells incremental improvements on existing products to the same market • Pushes onto customers what the organization prioritizes, values, and does well 	<ul style="list-style-type: none"> • Customer problem focused. • Starts with what adds value for customers, then organizes the resources needed to innovate around those needs. • Customers are drawn (or "pulled") toward the value and utility of offerings.
 <small>(Mark on the line where your org currently scores)</small>	
2. CULTURE	
<ul style="list-style-type: none"> • Underlying values support and reward product development, increased sales, and product profit margins. • Promotes hierarchy and established power structures • Sees failure as a negative • Motivates through financial rewards for existing product-focused metrics • Maintains a distance from customers 	<ul style="list-style-type: none"> • Underlying values recognize customer satisfaction as a profit driver. • Rewards employees for solving customer problems and driving customer-generated value. • Employees are seen as "internal customers." • Encourages experimentation and celebrates learning – even from failures • Prioritizes employee well-being • Encourages closeness to customers and builds customer empathy
	
3. ORGANIZATIONAL STRUCTURE	
<ul style="list-style-type: none"> • Employees operate in product silos and interact with other functions only to drive silo objectives • Long communication chains for approval to try new things • A sense of common organizational purpose is absent. • The organization competes within itself 	<ul style="list-style-type: none"> • Teams link business units across functions that rally diverse functions around customer needs and segments • Promotes autonomy and short communication chains for approval to try new things • Structures are flat • A clear purpose that transcends financial metrics is embedded into the organizational psyche, which unites and is shared across the organization
	
4. VALUE PROPOSITIONS	
<ul style="list-style-type: none"> • Offer what the organization knows and understands rather than what customers want • Often supply (not demand) driven. • Repurposes old products for new markets, even when demand is different • Linked to the organization's competencies and comfort 	<ul style="list-style-type: none"> • Creates differentiated customer experience that exceeds the competition, provides customer solutions, and generates value throughout the customer journey • Linked to market needs, wants, and aspirations • Good for the organization, the community, and consumers
	
5. METRICS	
<ul style="list-style-type: none"> • Focuses on product sales and new product development for existing markets • Focuses on bottom line profit margin and incremental low-risk opportunity Individual measures and rewards 	<ul style="list-style-type: none"> • Focuses on customer experience, retention, and customer lifetime value • Measures learning, experimentation, customer satisfaction, and customer experience • Team-based measures and rewards
	

LESS CUSTOMER CENTRIC ORGS	6. EMPLOYEE REWARDS	MORE CUSTOMER CENTRIC ORGS
<ul style="list-style-type: none"> Rewards product development, sales, customer acquisition, and profitability Rewards are purely monetary and follow short-term quarterly reporting cycles 		<ul style="list-style-type: none"> Rewards behaviors that align with values, quality of customer experience, solving customer problems, and increasing revenue per customer by providing value-adding services Rewards are monetary and behavioral, based on longer-term incentives Rewards are customized to employee preferences
7. FRONT-LINE EMPLOYEES		
<ul style="list-style-type: none"> Have low autonomy and low authority to resolve customer issues Performance is measured by reaching quotas and sales targets 		<ul style="list-style-type: none"> Have decision-making authority, skills, and information to resolve customer issues Performance is measured by contribution to differentiated customer experience
8. PROCESSES		
<ul style="list-style-type: none"> Creates processes within product silos; duplication across silos sometimes results in inefficiency Processes are repetitive and static; methodology is not questioned "This is the way things are done around here" 		<ul style="list-style-type: none"> Processes are optimized to serve customers; efficiencies can result in expense reduction Processes are prototyped, repeatedly reviewed, and revised
9. TECH STRATEGY		
<ul style="list-style-type: none"> Customer data is independently managed in silos, limiting ability to develop customer insights based on a comprehensive view of customer interactions with the organization Limits holistic view and management of customers 		<ul style="list-style-type: none"> Executes an organization-wide strategy that supports capture and analysis of customer information across touchpoints; enables cross-functional teams Allows for full and informed management of customer needs across channels
10. PARTNERSHIPS		
<ul style="list-style-type: none"> Little or no interaction with partners once customers are handed off; limited visibility into each other's systems Insular and internally focused, all in-house development 		<ul style="list-style-type: none"> Designs joined-up processes with partners to create seamless end-to-end customer experience; has access to shared IT systems to monitor performance of shared processes that affect customer experience Embraces "open innovation" strategies, multiple parties involved in collaborative initiatives to meet customer needs; understands that collaboration drives ROI
<p>Where is your organization the least customer centric?</p>		<p>Where is your organization the most customer centric?</p>