WHO IS THE CUSTOMER, WHAT DO THEY WANT, HOW DO WE ALL WIN?

Answers for patients, staff, millennials, Gen X, Boomers

Welcome To

Presented by
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OBJECTIVES

• Determine who your customers really are in every context
• Use key “word formula” questions that always uncover priorities
• Integrate everything to achieve excellent customer experience and clinical outcomes

UNLIKELY INSIGHTS ON CUSTOMERS

• The relationship of hair color to healthcare
• The world changed for those born after 1969
• No one really wants a better mousetrap

PURSUING EXCELLENCE

UNDESIRED DESIRED

CUSTOMER PRIORITIES

PRODUCER PRIORITIES

PURSUING EXCELLENCE

Product Acquisition Process
Customers Want

Product Characteristics
Customer Wants

Undesired Customer Outcomes

Customer Control Outcomes

Producer Desired Outcomes

PRODUCER   PURPOSE

EFFICIENCY

IDENTITY

PURSUE

OUTCOMES

Product Acquisition Process
Producer Wants

Product Characteristics
Producer Wants

Undesired Outcomes
Producer Wants to Avoid

WHAT IS C3?

C3 is short for Customer-Centered Culture. C3 functions as a foundation for all enterprise practices. Its cornerstones are:

1. Philosophy
   (mindset, paradigm, beliefs, values)

2. 8 Dimensions of Excellence
   (definition of success)

3. Measures
   (status toward numerical goals)

4. Methodology
   (principles, tools, application, skills)
Satisfying the Heart, Mind & Voice of Customers

1. Name the specific product
2. Identify the roles of customers for that product
3. Differentiate the discrete customers within each role
4. Use the key word formulas
5. Innovate or redesign the product and related process
6. Measure performance along the critical 4 Dimensions

12 COMMON SURVEY PROBLEMS

1. The wrong people are surveyed
2. The wrong questions are asked
3. Only questions asked are answered
4. The silent scream remains unheard (don’t ask, don’t tell)
5. Questions are asked the wrong way
6. Questions are asked at the wrong time
7. Zero dissatisfaction does not equal total satisfaction
8. Non-customers (prospects) are not surveyed
9. Conducted for the wrong reasons
10. Results are generalized to groups not surveyed
11. Used as a substitute for better methods
12. Findings don’t drive improvement

Basis for Satisfaction

- Performance
- Perception
- Outcome

VEHICLES FOR UNCOVERING VOC

- Dialogue (ad hoc or structured)
- Legislation
- Regulations
- Contracts
- Specifications
- Designs
- Surveys

Language Matters

- 7 + 5 =
  - Service =
  - Customer =
  - Standards =

 Sources of Ambiguity:

<table>
<thead>
<tr>
<th>Service</th>
<th>Perception expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer roles</td>
<td>Product functions</td>
</tr>
<tr>
<td>Outcome expectations</td>
<td>Product features</td>
</tr>
<tr>
<td>Performance expectations</td>
<td>Translating perception into performance measures</td>
</tr>
</tbody>
</table>

Objective: Remove ambiguity to understand customer wants

Method: Apply formulas & rules that have the rigor of math

C3 Questions, Rules & Formulas

WORD RULES

1. What is the product?
2. Who are the customers?
3. What do they really want?
4. Who are the people involved?
5. What do the people involved want?
6. How can we improve?
7. What amount of/for/to ________ could indicate that the (insert product name) is/is not (insert VOC priority answer to formula 4)?
8. What is the numerical target to achieve, by when, by whom, for ________ and how will we know we have achieved it?
9. What are the key word formulas that have the rigor of math?
10. What are the key word formulas that have the rigor of math?
11. What are the key word formulas that have the rigor of math?
12. What are the key word formulas that have the rigor of math?
THREE QUESTIONS TO ASK

A satisfying (product) is one which (key word) Expectation Uncovered

1. Articulate strategic & customer-desired outcome expectations for each product
2. Determine how each outcome will be measured and due dates will be measured
3. Set numerical improvement objectives and due dates
4. Select the few products most likely to impact outcome success
5. Identify end-user, broker and fixer customer roles and due dates
6. Uncover customers' priority and due dates
7. Measure seemingly immeasurable customer-centered thinking
8. Innovate or redesign products to best meet outcomes
9. Cut customer and producer acquisition/supply time by 80%
10. Implement & celebrate high ROI

As a team, list below the specific product each member wrote on line 5 of their own exercise worksheet:

What discoveries (insights, learnings, “ah ha’s”) did you make?

What is the most important product named in 1 through 5?

What is the name of your functional group?

What are at least four of the most important products you personally create?

What are at least four products generally identified with the mission of your enterprise or business unit?

What is the name of your enterprise (or business unit)?

Is the product intended to create a desired outcome or result for a customer?

Is the product a deliverable you can give to someone else?

Can you make the product plural with an “s”?

Is the product something only you can claim as yours?

Does the product, as named, occur in countable units?

Discuss and agree on which two (2) of these are the most important target products your team should focus on. Name them below:

What is the name of your enterprise (or business unit)?

A satisfying (product) is one which (key word) Expectation Uncovered
**VOC & SATISFACTION PRINCIPLES**

1. Performance, perception and outcome expectations are the basis for satisfaction.
2. Failure to address desired outcomes leads to preoccupation with reducing undesired outcomes.
3. The absence of dissatisfaction is no cause for satisfaction.
4. Assume customer expectations are unmet, until you check.
5. Customers always know the outcomes they want.
6. Assuming customers don’t know what they want results in giving them what we want.
7. What customers expect is not necessarily what they want.
8. Understand customer desired outcomes before considering product functions or features.
9. Current customer behavior is not a predictor of future expectations.
10. Desired outcomes are stable over time.
11. Owners and users of the final product when their expectations compete with interests of intermediate product customers.
12. It is possible to achieve standards and specifications yet still not satisfy customers.
13. A luxury once experienced becomes a necessity.

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**A FEW RESULTS**

- Shortened response/cycle time by 80%
- Jumped from 25th to #1 in satisfaction, saving $20 million
- Brought in $8 million of new revenue per month
- Won best-in-class and Baldrige National Award
- Cut $15 million of supply management costs, first year
- Embedded customer-desired outcomes into strategic plan
- Finalist in international team competition
- Changed health disincentives to incentives

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**WHERE TO GET MORE ANSWERS**

- **GO:** [http://www.imtc3.com/events/UpcomingEvents.cfm](http://www.imtc3.com/events/UpcomingEvents.cfm)
- **READ:** “Creating a Customer-Centered Culture: Leadership in Quality, Innovation & Speed”
- **PLAY:** the VOC card game
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