



BUSINESS AS (UN)USUAL: TRANSFORMING TOWARDS CUSTOMER OBSESSION

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Moderator: Arlene Kristianto, Director – Business Advisory, RSM Australia



Webinar reminders

- This webinar is being recorded and will be made available to all participants along with the presentation slides and other related materials.
- The webinar will run for approximately 1 hour.
- All participant/attendee lines will be muted.
- There will be a Q&A session at the end of the presentation.
- Enter your questions in the Q&A box located at the bottom of your screen.
- For further information about our speakers, the topics or about RSM, visit [rsm.com.au](https://www.rsm.com.au).

Meet the speakers



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Business as Unusual

Transforming Towards Customer Obsession

Katja Forbes, Designit AU & NZ
October, 2020



**Covid-19 has shown us
how vulnerable we are**



The biggest threat of COVID-19 is zero visibility

Zero visibility of virus itself which causes threat to life

Zero visibility when it will be stamped out

Zero visibility to foresee the future even next week



Even in zero visibility, the company looking forward and taking action for the future has power to make decisions and prioritise investment based on human perspective.



How could this crisis change the world by accelerating existing trends and making humanity face hard choices?

Underlying trend

Moderate scenarios

Extreme scenarios

Transition to remote working

- **WFH is common place** and people have come to expect to be able to be with their families
- Companies that can **establish a standard in remote collaboration experience** (how tos, norms, rituals) have a significant competitive edge in the beginning
- In the services industry, **country price premiums are eliminated**. There remains a slight premium for certain **timezones**
- Teams work on projects from different countries; **team members agree on a “local” timezone** to live in

Urbanization

- Social norms have changed to **radically extend personal space**
- Physical spaces will be redesigned with much **more space per person**
- **Urbanization is slowing down** in parts of the world, people are moving back to suburbs and the countryside



Underlying trend

Moderate scenarios

Extreme scenarios

Personal Monitoring

- Radical acceleration of **quantified self applications and devices** for early illness detection
- Governments **thorough monitoring of citizens** has become commonplace, and we accept it because it saves lives
- In order to travel, work and even socialize we'll have **to disclose our health-tracking data**

Shift in employment relationships

- Companies will compete on a **UVP for their employees children** - eg. Remote education
- In a world where the shortages at supermarkets eliminate class barriers, companies will **compete to keep their employees and clients safe and stocked with goods**
- A big premium will be given to **employees without children**, whose productivity is substantially higher



Underlying trend

Moderate scenarios

Extreme scenarios

New business models

- The delivery model is not sustainable as it is, and **shipping and return fees are reintroduced**, causing major shortages
- In a world where everything is delivered, the **last barrier to disintermediation**, i.e. personal local acquaintance is **eliminated** in many services (eg. Local stores, insurance brokers, etc.)
- The delivery system collapses and we go back to **shopping locally**
- **Delivery bots and drones** are rushed through tests and finally become a reality



How can your businesses
respond to your challenges?



It depends a lot on your **mindset**



What is a mindset?

the **ideas and attitudes** with which a person approaches a situation.



Design thinking & Mindsets

Design thinking is a **deeply human process** that taps into abilities we all have but get over-looked by more conventional problem-solving practices.

Design thinking requires an **experimental, collaborative, and optimistic mindset.**



Experiments needed.

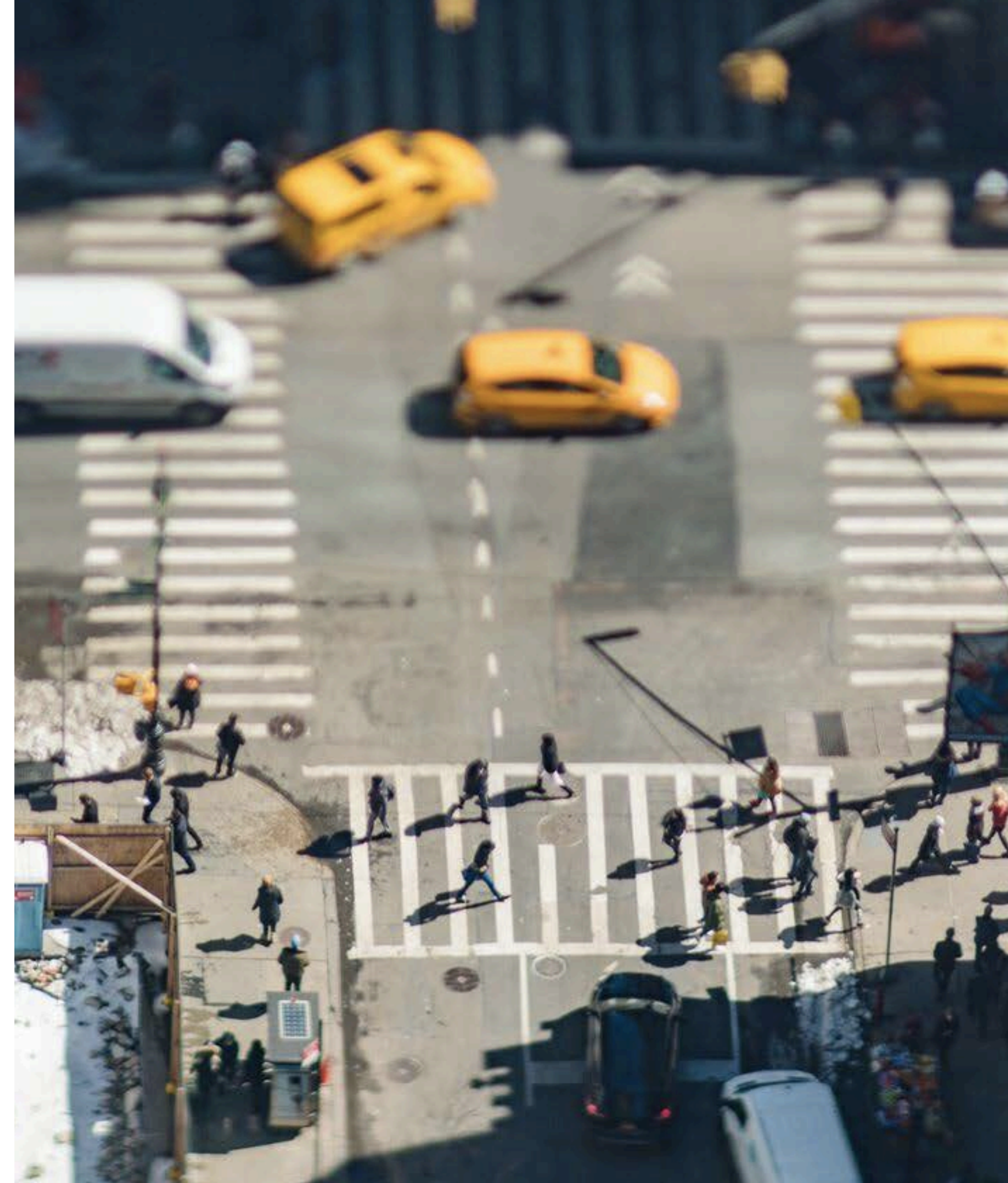
With **increased uncertainty**, the past cannot predict the future.

Although we all yearn for assurances, **prescriptive strategies are likely to fail.**

Experimentation will be necessary.



<https://jackpjohnson.com/miniature-london-tilt-shift-photography>



Better by collaboration.

COVID-economics impacts demand, supply and ways of work across systems of health, education, work & government.

It demands collaboration for creating **sustainable inclusive solutions.**



Optimism is real.

While COVID epidemiology is scientific, The economics is driven by human subjectivity and is affected by mindset.

Optimism by design will play a **tangible role** in rebuilding after this crisis.



The future is human.

COVID-19 is challenging humanity to go beyond profit-driven transactions, to value driven relationships.

From the **reactive** persistence of healthcare workers, to the **responsive** supply of missing medical equipment.

As we **rethink** the future, design fuses **values and value**.

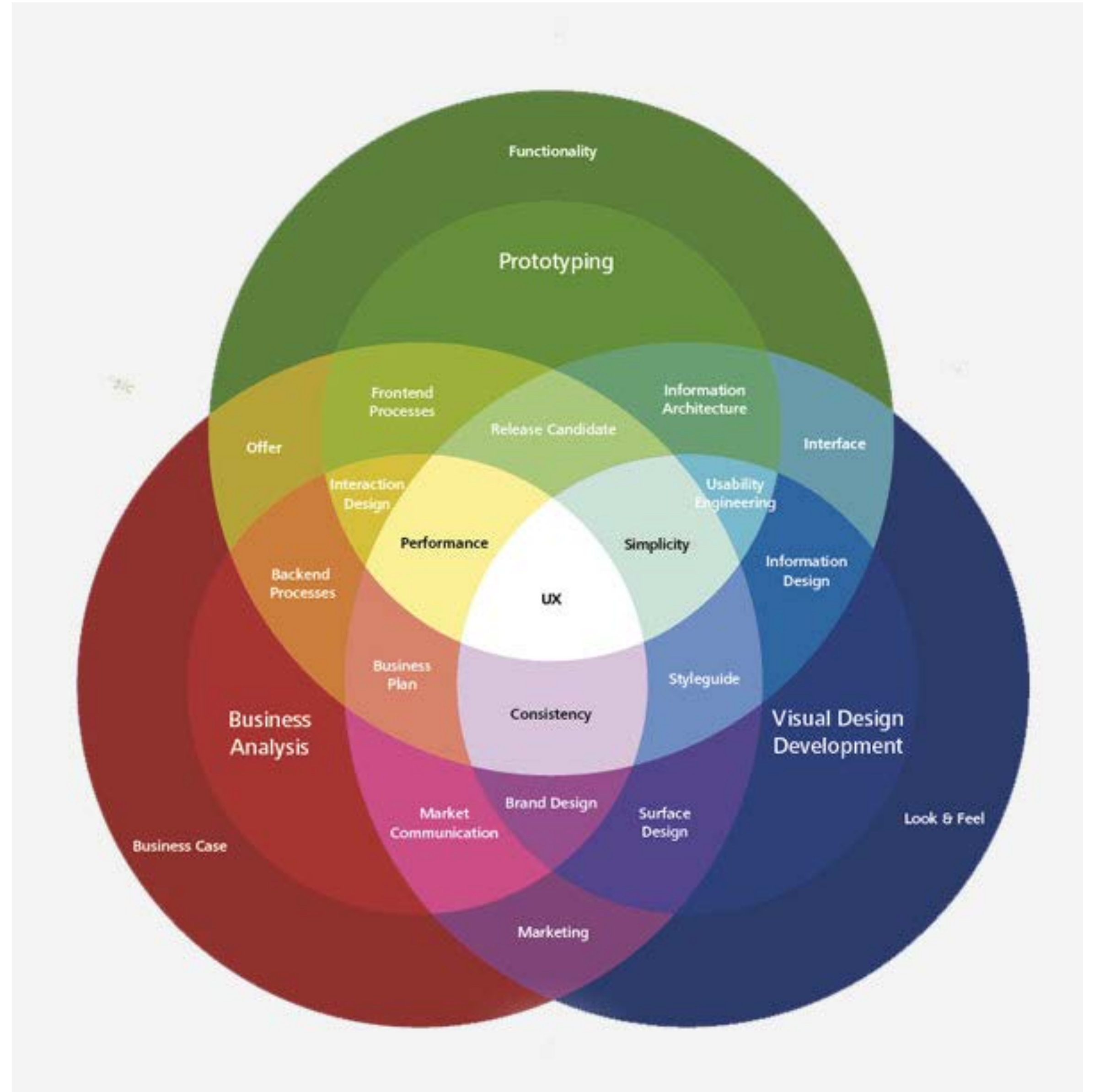




**Transformation is
about people, not
technology**



UX, CX, SD, WTH?



**A touch
point is
not a
channel**



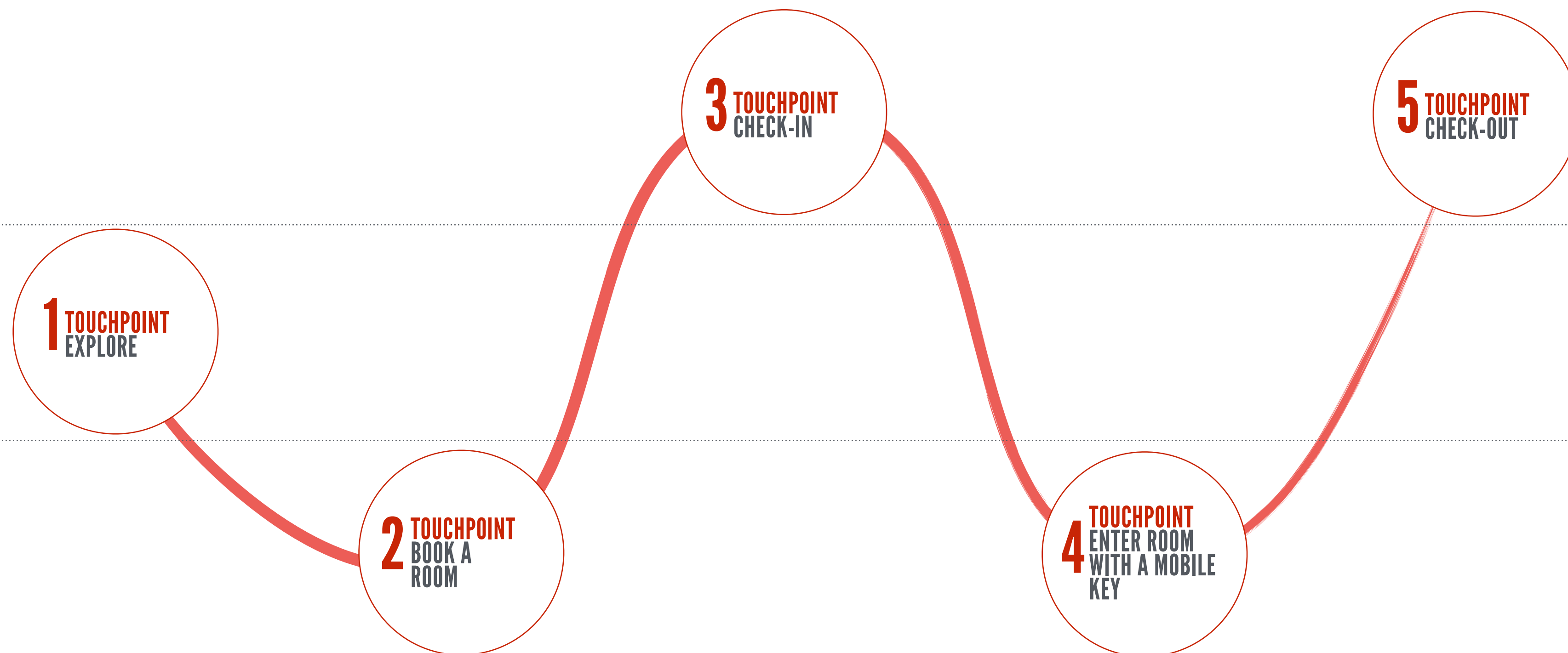
Customer Experience

CHANNELS

HOTEL RECEPTION

WEBSITE

MOBILE APP



Service Design



**The vision & path to become
Customer Obsessed is unique for
each organisation.**

**We believe in creating a step by step
process for a holistic and cohesive
transformation journey.**



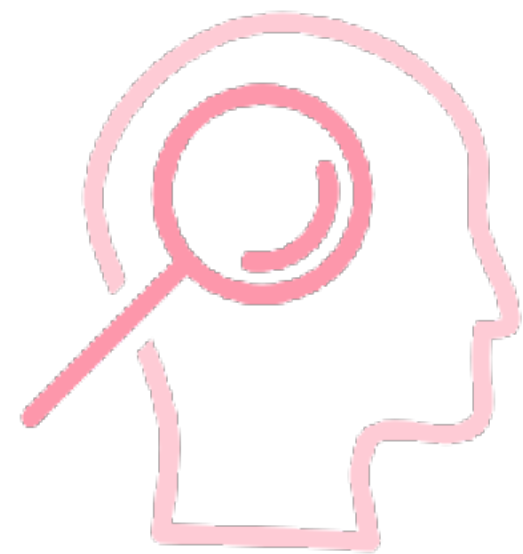
Setting the foundations.

A Customer Obsessed transformation requires understanding **both front and backend dimensions** of the organisation to unveil potential opportunities, possibilities, risks and ambitions.

This insight will help us ensure that the transformation is being **formulated for the right outcomes and based on the right context.**



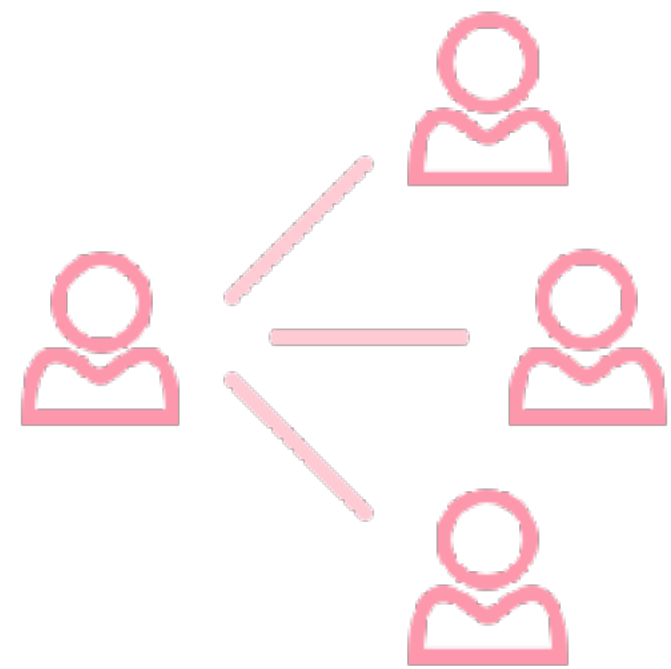
Based on real customer insight.



Mapping the organisation's current customer experience, we can create **a foundational picture the current value proposition** and its response to customer needs and realities.

To maximise outcomes and minimise risks, this will require **insights based on real and actionable customer data**, beyond initial assumptions and conventions.

Projected from organisational realities.



To set the organisation up for success, we must **develop a robust understanding of the current setup**, building a blueprint of the organisation across people, processes and technology for the key areas.

Through this exploration we will gain **insight into the organisations readiness for change**, informing the creation and execution of a tailored transformation plan.



Setting the destination.

A clearly defined vision is **the cornerstone of a transformation** process. It ensures that the organisation navigates through the process with **cohesion and a clear direction**.

A Customer Obsessed vision must contain all the elements to **keep the organisation aligned** –from top to bottom– **and provide guidance** through its defining attributes, principles and value proposition for the customer.



More than aligned, its co-designed.



A design-led approach brings all key stakeholders together to participate in **the relevant design considerations and decisions through a facilitated process.**

Alignment becomes an intrinsic characteristic of the transformation program when it is co-designed by all stakeholders.

A workforce that boosts transformation.




Employees are essential actors during the transformation. For its success, we'll need to ensure that they have **the means to be active participants** along the process.

To embrace the new vision they will require full transparency, and the space to generate opportunities, and **contribute to define and align on the future state.**



A new way of operating.

Upon an ever evolving landscape, we need to be able to **respond quickly and quicker to changing customer expectations**. Conventional models are not that able to handle this context and are quickly stressed to the limit.



A Customer Obsessed organisation requires a fully responsive and adaptable operating model, that can enable the current business model but **allow to rapidly create and adopt new strategies**.



People first.



Understanding **the cultural and “soft” realities** of employees is an essential factor to get your teams’ buy-in, grow new capabilities and bring in new talent.

Prioritising people empowers employees to drive the transformation, and **accelerate the adoption of a new culture and operating model.**

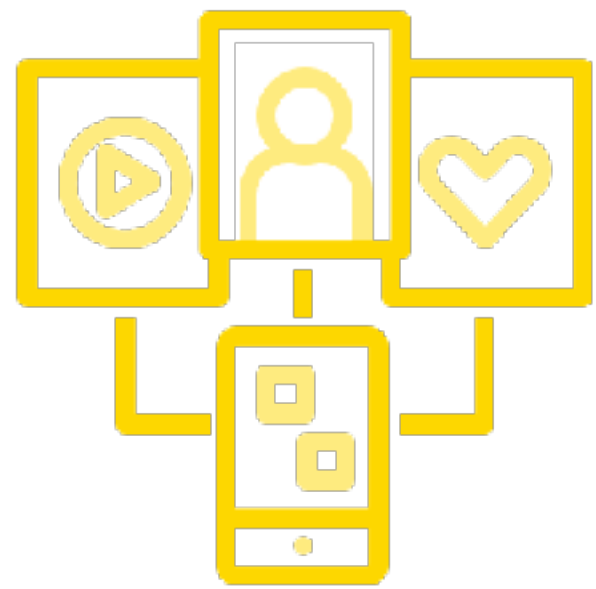
Processes that empower teams.



Organisations that have their customer at the core of their operations create **an employee experience that empowers their teams** to go the extra mile for the customer.

This means addressing the **relationships between processes and employees**, and shaping them to enable **cross-functional collaboration** around the customer experience.

Systems to enable real customer value.



Technology systems are not the cornerstone of a differential value proposition, but are the **key enablers for teams to focus on producing real value for customers.**

The system architecture will need to be **composed to deliver a seamless customer experience**, independently of being an *off-the-shelf* solution or an ecosystem of applications.

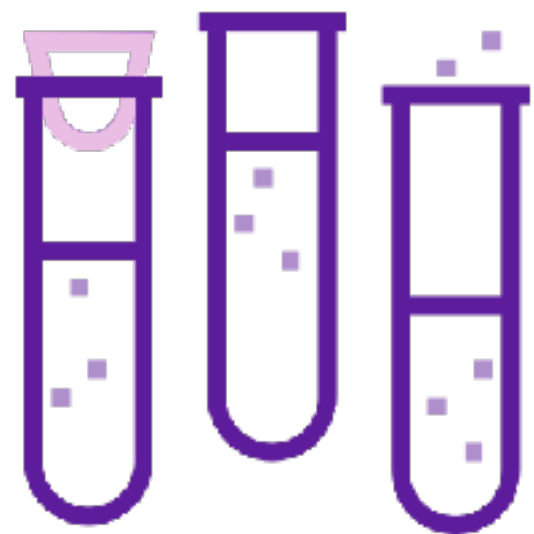
Steady, staged transformation.

A Customer Obsessed transformation requires **careful planning and change management** for the new vision to be implemented without disrupting the organisation's activity, and enhance the customer experience.

The rollout of the new processes, systems and cultural values demands the creation of **controlled environments to start small and scale consistently.**



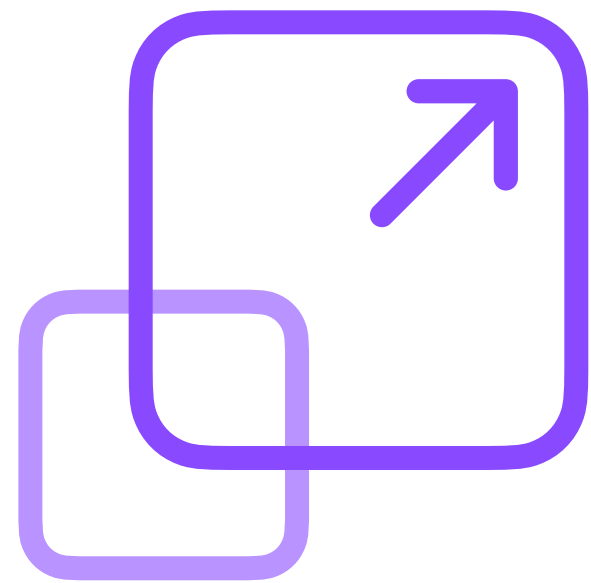
Starting small to learn fast.



Designating a small part of the organisation to pilot the transformation is key to **evaluate outcomes while bounding potential risks.**

Through initial pilots, we are able to iterate and refine the transformation program, **maximising positive outcomes while managing potential risks** for the organisation and the customer experience.

Scaling up, down to the detail.



For the transformation to scale consistently, it is essential to ensure that teams and business units have the needed **support and guidance throughout the process.**

Clear communication and well established feedback channels are essential to understand **the particularities of each area of the organisation, and adjust** the new operating model accordingly.

So what are the human questions you need to be asking?



Look outwards as well as inwards



**Do you know
which customer
journeys matter
most?**



What are the new consumer behaviours and expectations?



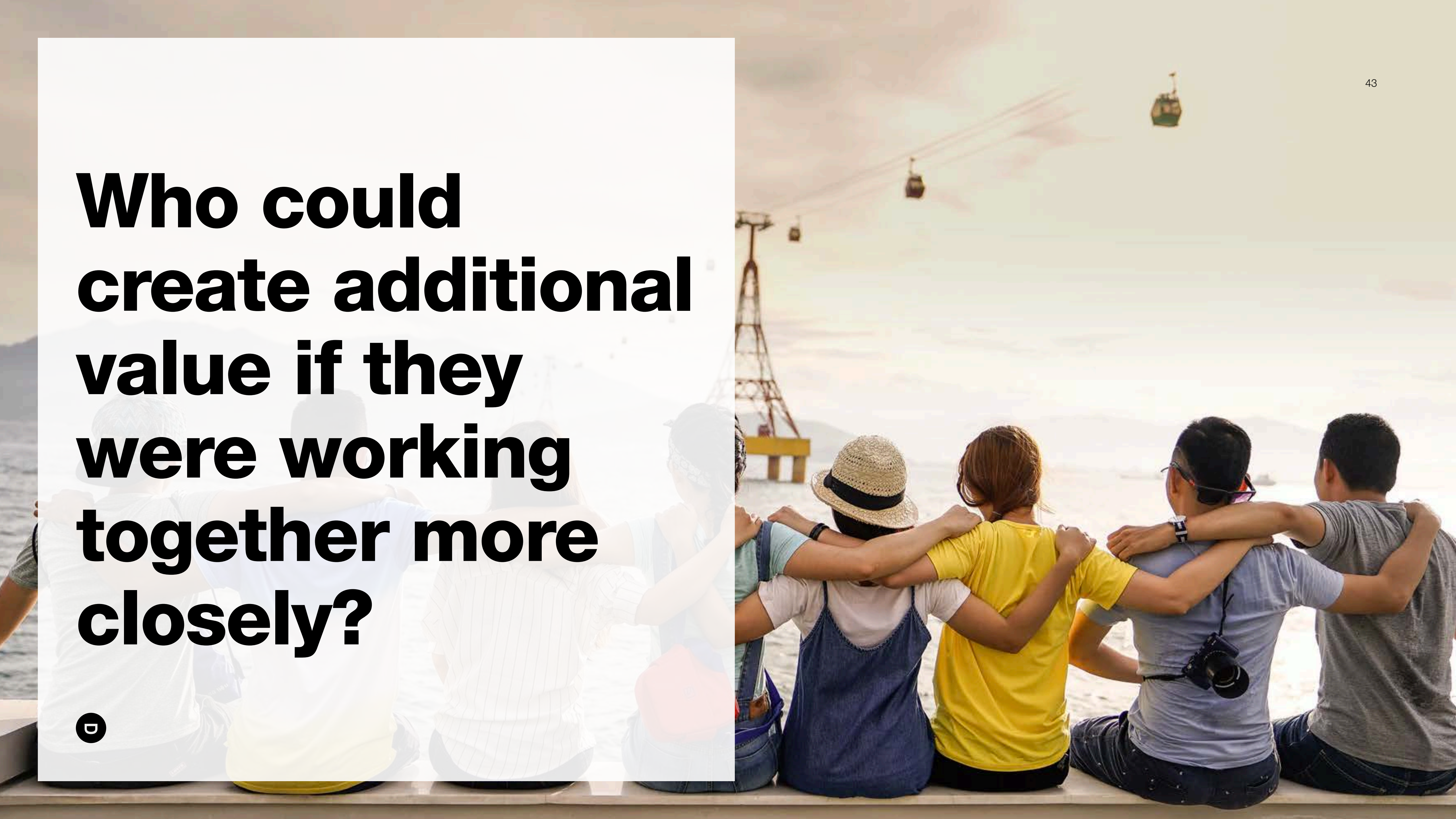
What do my colleagues need to do differently?



Are teams collaborating across boundaries?



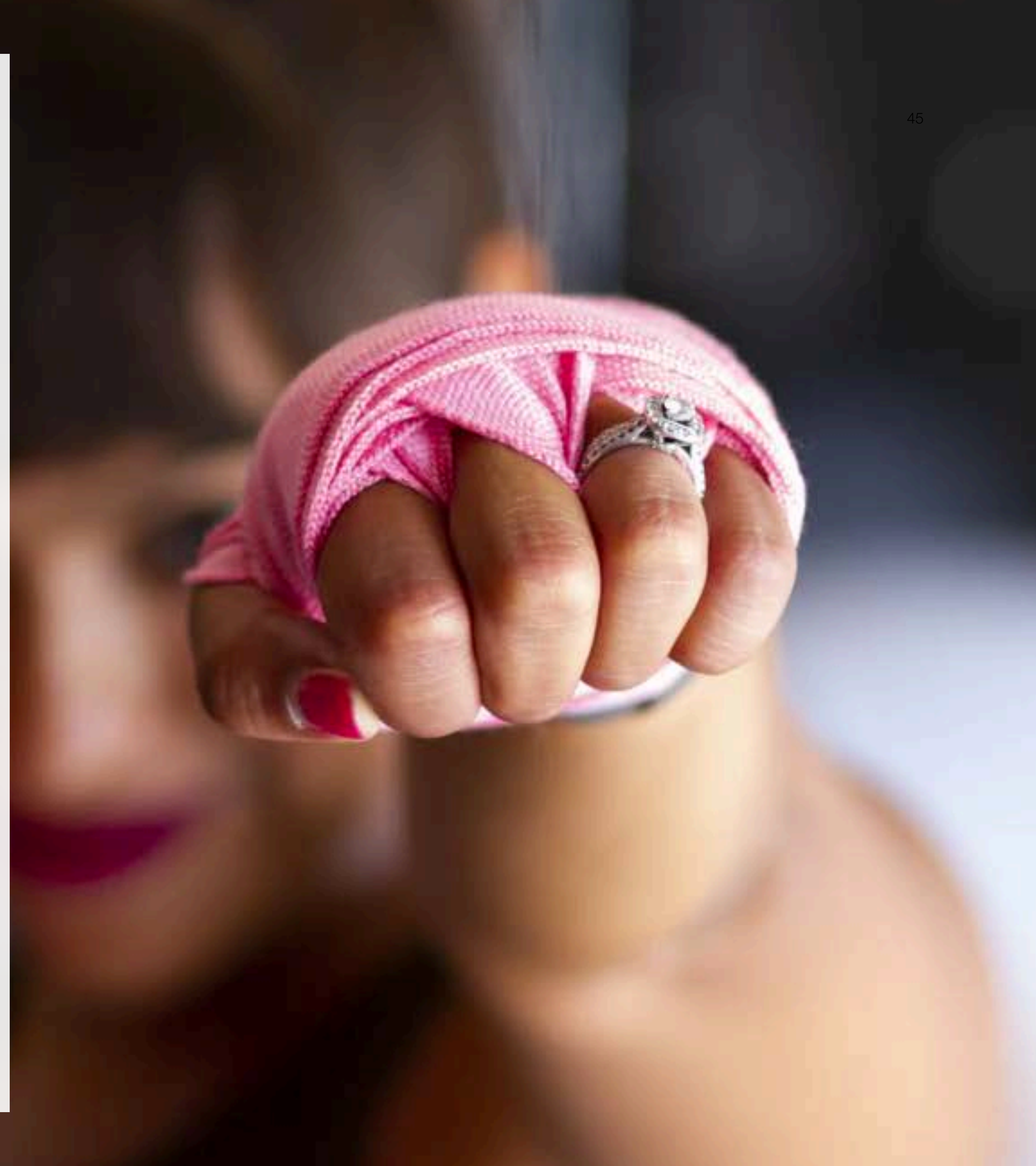
**Who could
create additional
value if they
were working
together more
closely?**



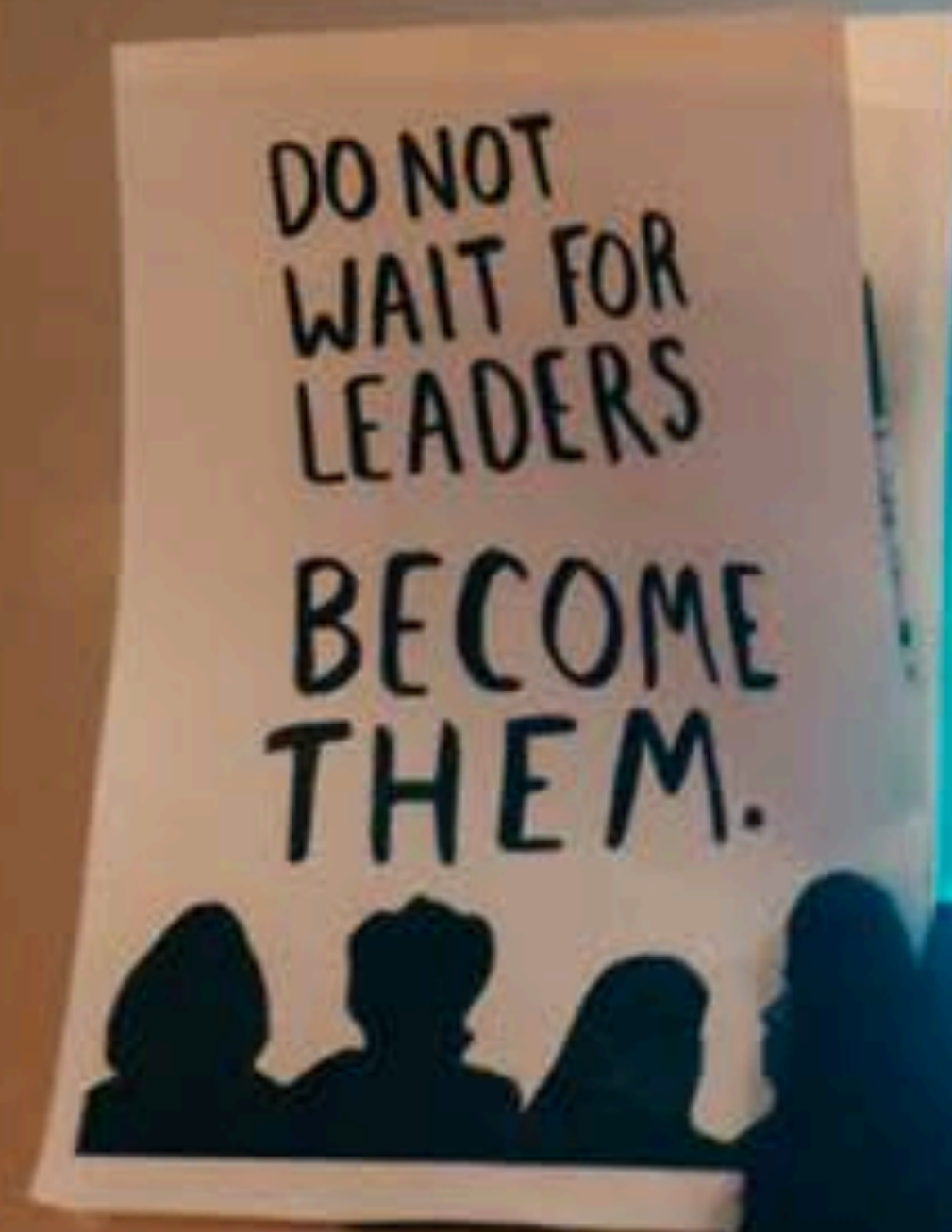
Is technology the right replacement for human activity?



**Are your people
actually
empowered to
take action?**



**All great
transformations
need a leader.
Who will lead in
your
organisation?**



CX & Digital transformation is not just about the technology, it is about what that technology enables.

Ask me how!

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A high-angle photograph of a person wearing a bright yellow jacket, dark pants, and white sneakers, walking across a zebra crossing. The crossing consists of alternating black and white diagonal stripes. The person is walking from the upper right towards the lower left. The background is a dark, solid color.

Thank You.

Please reach out with any questions.
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Questions and answers?

Thank you for your time and attention.

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details can be found at:
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