

BUILDING CUSTOMER CENTRICITY CAPABILITY FOR A LEADING PLAYER IN THE INDIAN STEEL INDUSTRY

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In Essence

THE CHALLENGE

A leading player in the steel industry (B2B) was looking to build capabilities of their mid-level managers. The learning needed to be pivoted around the organization's competency framework. Customer Centricity was one of the key focus areas, as the organization intended to improve customer experience with a focus on quality settlement and on-time delivery.

THE SOLUTION

In order to build capabilities around customer centricity (mindsets and skills) for 100+ AGMS/DGMS, SDF designed and delivered a customized blended learning journey. To ensure participant engagement and long-term learning a 3-step process was deployed: knowledge building through pre reads & videos, skill building through experiential learning session, and practice through action learning projects.

THE IMPACT

Participants were able to identify critical touch-points, pain points in the customer journey and the ways to eliminate them. They recognized ways and built skills to create customer loyalty & advocacy, and to build positive influence to craft great customer experiences by "Growing with the Customer". This reinforced the importance of being customer centric and the value it delivers to all stakeholders – the customer, the organization and themselves.

“ENABLING A CUSTOMER CENTRIC MINDSET TO FACILITATE ORGANIZATION GROWTH”

Case of a Leading Player in Indian Steel Industry

This case discusses how SDF enabled an organization to build employee capability through a mindset shift of selling products to creating enriching customer relationships. A virtual instructor led experiential learning process resulted in developing customer focus as a competency amongst participants and identification of a clear path to “Grow with Customer”.

‘Building a ‘Grow with Customer’ Mindset



Outcome



Behavior



Mindset

THE CHALLENGE

Our client- a top player in the Indian stainless-steel industry with one of the highest market shares was looking to further build and strengthen team capabilities around customer centricity with the ultimate objective of impacting top line. The typical customers for this organization were other mid to large size organizations buying stainless steel for manufacturing different lines of products.

In order to grow the business through improving customer experience the organization had identified key priority areas:

- Developing empathy for the customer
- Building customer loyalty
- Improving customer experience
- Making the right commitment & ensuring commitment to timelines
- Improving quality control mechanisms

The organization decided to address the challenges on process on their own and partner with SDF to build the capabilities (mindsets & skills). The outcomes desired were:

- Establish the relevance and priority of a 'customer centric mindset' and discover 'roadblocks' for both internal and external customers
- Develop skills to understand Voice of Customer and leverage it to address customer pain-points and create customer delight
- Develop empathy and build positive and enduring relationships based on trust basis excellent customer service
- Thereby improve quality standards by adhering to commitments and positively impact the top line

*OK is NOT enough.
To 'Grow with
Customer'- one needs to
go above and beyond to
make customers
successful and happy*

'From 'Today to Tomorrow'



5 Levers of Customer Satisfaction



THE DISCOVERY PHASE

SDF began with a discovery process to identify the capabilities that were required for “customer centricity”.

The interactions with key stakeholders indicated a culture of internal silos; limited perspective from the lens of customer and a lack of knowledge about their customers’ needs were becoming inhibitors to the organization growth.

There was a need to foster a sense of customer orientation as the basis for design and delivery of all products and services.

THE SOLUTION

SDF designed a customized blended experiential learning to enable deep engagement with the learner leading to changed mindsets and new capabilities. A 3-step methodology to ensure transfer of learning and skills was followed:

- Step 1: Knowledge building through pre reads & videos
- Step 2: Skill building through experiential learning session
- Step 3: Practice through action learning projects

Interactive technology was used to enable learning and strengthen participant engagement. The program was delivered by using a variety of experiential learning tools such as case studies, quizzes, live polls, videos, practical tools, techniques, frameworks and live interactions.

Application of all the knowledge and skills was ensured through real case studies from the organization. Participants discussed problem statements in break out rooms and consolidated their discussions in the sessions that cemented their learning.

KEY FRAMEWORKS LEVERAGED DURING THE INTERVENTION

Customer Journey Map	Addresses concerns, considerations, emotional responses at touchpoints & creates moments of truth
Voice of Customer	Addresses gaps to create delight by capturing qualitative and quantitative feedback
Empathy Map	Helps in taking actions based on what customer -“Thinks/Feels” & "Hears" & “Sees” & “Does”
6 Path Framework	Identifies new sources of revenue within or outside the industry
Buyer Utility Map	Helps identify and share ideas on creating opportunities from customer pain points and deliver value across 6 utility levers
ERRC Framework	Identifies ways to reduce/eliminate costs and create/raise value
Trust Equation	Framework for building customer relations – demonstration of Credibility, Reliability, Intimacy & less Self Orientation
Cialdini’s Principles	Assists in positively influencing the customer to increase the share of wallet
Loyalty Ladder	Helps to take customers to the next step of “Loyalty Ladder” and increase customer advocacy

Participants’ Learnings:

- Identified the requirements of the internal customers
- Started taking feedback from the customers and empathizing with them
- Learnt to comprehend the customer perception when she engages with the brand and throughout the engagement journey
- Identified the unspoken needs of customer
- Understood the current position of the company and importance of becoming a customer centric organization
- Recognized the need to be innovative and explore the hidden market potential for business

THE IMPACT

The intervention enabled a shift in how the customer was being perceived moving from a continuum of being a “pain point” to “reason of our existence”.

Participants learnt how to create customer delight by focusing on building “superior” customer relationships – meeting customer’s unsaid needs and delivering services beyond expectations.

Participants determined the critical customer journey touch points, the thoughts, feelings & the moments of truth.

They captured the voice of their customer and developed an ability to discern what their customer “thinks, sees, hears” – thereby unlocking value.

Through application of Blue Ocean Strategy, they identified unique new business opportunities, which could create competitive advantage and enable the organization to deliver distinct products & services.

**Voice of Customer:
Key Takeaways as shared by
participants**

- “Customer growth is the key to success for any business
- Our duty is to delight the customer
 - Learnt how to build trust and relationship with customer
 - Increased customer feedback frequency is helping us control our quality deviation level
 - Empathy map was very interesting as it was an eye opener for us to think from customers’ shoes
 - Identified the need to change my team’s fixed mindset to a customer centric mindset
- ”

The impact was seen across multiple areas including:

- Establishing a mindset that “OK” is not enough
- Discovering the “moments of truth” in customer journey
- Resolving road blocks with internal/ external customers with different techniques - customer voice, customer utility map, empathy map
- Reducing complexity through a reduction of touch points
- Identifying new applications of stainless steel for market expansion through blue ocean strategy
- Identifying specific action points to reduce cost and create value
- Building customer trust based on principles of Credibility, Reliability, Intimacy, Self-Orientation
- Devising a Smart Action Plan for addressing pain points and customer needs

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Our Services

TALENT MANAGEMENT	ORG. TRANSFORMATION	LEADERSHIP DEVT.	EXECUTIVE SEARCH
 <p>SDF in partnership with The Talent Strategy Group (Founded by #1 HR bestseller titled “One Page Talent Management”, Marc Effron) brings cutting edge talent solutions that simplify processes to remove complexity, enforce accountability and drive transparency.</p>	 <p>SDF seamlessly supports the critical stages of business transformation for our clients by focusing on transforming mind-sets of employees. We work with below the surface linkages of transformation – Values, Traits, Motives and Beliefs, to speed up the transformation journeys.</p>	 <p>SDF brings over eight decades of experience & expertise in skilling the executives to become effective business leaders. Our facilitators have experience of working as a moderator with HBP, Coaching with DDI. All programs are followed by a rigorous methodology for transfer & application of learning.</p>	 <p>SDF helps firms make Great People Decisions with the objective of directly impacting their growth and align firm's Talent Acquisition goals with Business Objectives by driving a shift from a tactical, reactive process to a strategic program.</p>

Our Product Suite

 <p>Fast and Futuristic 360 degree Feedback tool</p>	 <p>HR Team Effectiveness</p> <p>Program to prepare HR members for the new world</p>	 <p>Mobile App to make Feedback fun and easy</p>
 <p>Focused on top team effectiveness</p>	 <p>EMPLOYEE ENGAGEMENT</p> <p>Engage</p> <p>Science Based Employee Engagement tool</p>	 <p>HIRE TO SUCCEED</p> <p>Leveraging Behavioral Event Interviewing</p> <p>Learning journey to spot the ‘Best Fit’ Talent</p>