

WHITEPAPER

Customer-Centric Culture Transformation

**Transformation Through Application:
Leveraging Tools and Process for
Shifting to a Customer-Centric Culture
that Fosters Growth.**

Transforming Organizations into Customer-Centric Entities through Customer Progress Design

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Introduction

In today's fiercely competitive business environment, understanding and meeting customer needs is more crucial than ever. Organizations that prioritize customer-centricity not only differentiate themselves from competitors but also achieve sustainable growth and loyalty.

One powerful approach to transform to a customer-centric culture is the systematic application of a method that aligns the organization with customers. This white paper explores how Customer Progress Design (CPD) can help organizations transition to a customer-centric model, highlighting its principles, benefits, and implementation strategies.

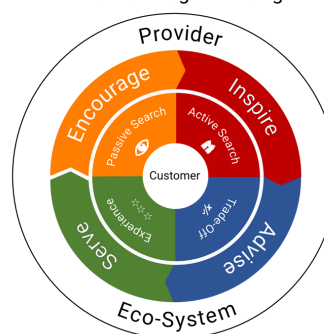
The Challenge

Organizations face significant challenges that hinder their growth and competitiveness. Firstly, in many organizations, the slow adaptation to digital transformation has resulted in a lack of innovation and strategic foresight. Companies' growth often has plateaued, burdened by an aging customer base and dependence on a market with limited expansion potential.

To overcome these challenges, companies need to change towards a strategic, forward-thinking approach. A key aspect of this strategy is enhancing their data infrastructure to gain a deeper understanding of customer segments, enabling them to customize product offerings more effectively.

Despite recognizing the need for transformation, companies often struggle with changing their organizational culture to become truly customer-centric. Based on our research, the primary obstacle is change itself. Convincing the entire staff to adopt a new approach and get buy-in for transformation is challenging.

Customer Progress Design®



The Flywheel of Customer Progress

Human beings often cling to their preconceived solutions and resist questioning their assumptions, leading to company politics and power struggles. They often assume they fully understand what customers want or need, however up to 90%* of the factors determining the experience buying and using products or services are not known.

Existing development methods also fail to reveal obvious and latent customer needs. These methods are overly focused on the development process rather than customer needs, and for example persona concepts often do not reflect the causality in behavior. Agile and lean startup methods are not always effective in identifying customer needs. Without sponsorship or enthusiasm, no change can happen.

Embrace the strongest value proposition there is

Satisfying customers or fulfilling their needs are common value propositions. However, they pale in comparison with another one: helping human beings make progress. Helping customers to improve their lives or businesses through products or services and supporting marketing and sales activities not only aligns much better with their desire for meaningful advancements but fosters deeper loyalty and sustained engagement.

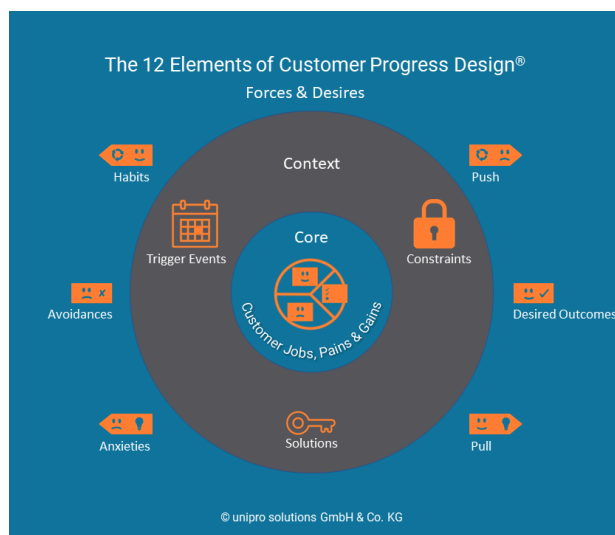
*for details see page 8

Understanding Customer Progress Design

Core Principles

The Customer Progress Design method is rooted in the belief that customers seek to make progress in their lives or businesses. This method focuses on understanding the underlying motivations, needs, and challenges customers face as they strive for this progress. The desired progress serves as the north star for the organization. The CPD method involves several core principles:

1. **Customer-Centric Mindset:** Prioritizing the customer's perspective in business decisions.
2. **Jobs to be Done (JTBD):** Understanding the outcomes customers are trying to accomplish, the problems they are trying to solve, and the goals they are aiming to realize.
3. **Separation of Problem and Solution:** This approach ensures that organizations first understand the customer's problem before jumping to solutions, leading to more effective and relevant offerings.
4. **Data-Driven Insights:** Leveraging data to gain deep insights into customer behaviors and preferences.



A qualitative data model for creating actionable insights

Tools and Techniques

The CPD method employs a variety of tools and techniques to gather and analyze customer data:

- **Stakeholder Workshops:** Project kick-off workshop to anchor the basic concepts, create a shared vocabulary, scope the project, and identify segments or customers for the interview phase.

- **End-to-End Customer Progress Design Digital White Board:** This comprehensive tool captures the entire customer project and visualizes the findings from project start to strategy ideation.
- **The Wheel of Progress:** A visual tool that captures the essential customer experience of the journey in four phases, including the story of buying and using the product.
- **Educational Offerings:** Training and workshops to equip teams with the skills and knowledge to implement CPD effectively.

Benefits

Enhanced Customer Understanding

By focusing on desired outcomes, the CPD method provides organizations with a deep understanding of unmet customer needs and purchase drivers. This insight enables businesses to develop products and services that truly resonate with their target audience.

Improved Product and Service Development

With a clear understanding of the improvements customers seek, organizations can tailor their product and service offerings. The clarity created around unmet needs may lead to the discovery of new business segments and cost savings. Initiatives, such as AI and automation, will receive clear guidance on where the best use cases lie.

Increased Customer Loyalty

By understanding the cyclical behavior of customer progress and consistently delivering value that aligns with customer goals, organizations build trust and loyalty. Satisfied customers are more likely to become repeat buyers and brand advocates, driving long-term business growth.

Competitive Advantage

Organizations that excel in understanding and meeting customer needs gain a significant competitive advantage. The ability to anticipate and respond to customer demands allows businesses to stay ahead of competitors and capture market share.

Stronger Brand

The application of Jobs to be done provides a customer-centric lens for branding and helps align with an organization's purpose. By understanding the core jobs customers want to accomplish, organizations can create more effective and purpose-driven branding strategies.

Implementing the Customer Progress Design Method

Shift to a Customer-Centric Mindset

The first move in implementing the CPD method is ensuring top management is committed to the customer-centric transformation by sponsoring a project that uses the new approach.

Step 1: Project kick-off and Scoping

In this step, the projects is scoped out based on the organization's insights and assumptions to be verified and determine what kind of customer is best suited to deliver insights.

- Interviewee profiling: Create profiles that help recruiting the right candidates for the interview sprint.

Step 2: Conduct Customer Research and Map the Customer Journey

Understanding customer progress begins with thorough research. Using the Wheel of Progress board, organizations can map out the customer journey, identifying key customer needs, context, motivators and inhibitors.

- Conduct structured customer journey interviews and gather qualitative data about the buying and use phase of the product or service.
- This visual representation helps teams understand the customer's perspective.

Step 3: Generalize Interview Data

Aggregate the data from all interviews is a prerequisite for understanding customers.

- Data Analysis: Cluster and generalize customer data to identify patterns and insights.
- Job Map: Build a hierarchical and sequential map of jobs customers want to get done.

Step 4: Prioritize customers' jobs to be done

With a team that represents all stakeholder groups evaluate and prioritize customers jobs using rational criteria. This step aligns all teams with the "problem" to be solved.

Step 5: Develop Customer-Centric Strategies

Based on the insights gathered, organizations develop strategies that align with customer needs in each phase of their journey. This includes:

- Designing products that excel at serving specific customer jobs, deliver benefits, and alleviate pain points.

Creating marketing campaigns that resonate with customers and buying aids that sell.

Case Studies

Case Study 1: Fraport AG

Fraport AG, a leading global airport operator, utilized our Jobs to be done method to enhance its customer experience strategy. By employing CPD tools such as in-depth customer interviews with their customers, carriers, airport handlers, and airlines, and shippers, Fraport AG identified 91 key customer needs and associated pain points. The insights led to the identification and execution of five strategic initiatives.

Case Study 2: io health

io health, a US healthcare technology company, leveraged the Customer Progress Design method to optimize its point-of-care services. Through structured customer interviews with different players in the home health care ecosystem, io health uncovered critical insights into healthcare provider's challenges documenting patient visits. Utilizing the Wheel of Progress board, they mapped out the customer jobs, pains, and gains, and identified areas for improvement. As a result, io health was able to introduce an innovative software solutions that integrates with existing systems and significantly improved outcomes and satisfaction of healthcare providers, demonstrating the powerful impact of a customer-centric strategy in the healthcare sector.

Call to Action

Start changing the way your organization creates value for customers today. Transform it through a systematic application of a customer-centric method to an organization that embraces customer progress. Aligned your teams to create product, marketing and sales strategies that support the customer's journey like never before.

Use 12 Elements of Customer progress purposfully ideate a strategy that benefits both, customers and your organization. Gain an understanding of the progress customers seek, and develop products, services, marketing and sales approaches that resonate deeply.

Take advantage of tools and a process that not only enhances customer satisfaction and loyalty but also drives sustainable business growth. Position yourself for long-term success in an increasingly competitive market.

Our services

Here are our project support, education services, and DIY products that support you in transforming your organization into a customer-centric culture.

Project Support Services

1. **End-to-End Project Moderation:**

- Outsource your project to our experts who moderate the entire process from initiation to execution. Participation in the research and data aggregation phases is optional, but deep involvement is required during the joint customer needs prioritization and the strategy ideation.

2. **Interview in a Box:**

- Conducting structured customer interviews as a Service. Customer Research as a Service (CRaaS), provides detailed transcripts, analysis according to 12 variables, and insights within 24 hours.

Education Services

1. **Formal and practical learning:**

- In-depth training program designed to equip teams with the skills and knowledge necessary to implement the Customer Progress Design process effectively. Combine learning with practical application by working on a real business challenge. This approach ensures participants gain hands-on experience while achieving tangible outcomes for their organization.

2. **Open Workshops:**

- Participate in open workshops specifically focused on applying The Wheel of Progress board® to understand and map customer journeys. These workshops offer practical insights and techniques for uncovering deep customer needs and motivations.

Do-it-Yourself Resources

1. **The Wheel of Progress® board:**

- A visual tool available for purchase to help organizations capture the essential customer experience of the journey, including the story of buying and using the product.

2. **The Wheel of Progress Interview Cards:**

- Structured cards available for purchase to facilitate effective Jobs-to-be-Done (JTBD) interviews, mapping the data onto The Wheel of Progress and uncover deep customer insights.

3. **The Wheel of Progress Manual:**

- A detailed manual providing step-by-step guidance on how to use The Wheel of Progress to map the customer journey and derive actionable insights.

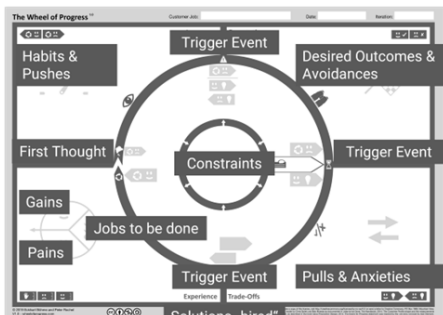
AI Companion (in development)

Our AI Companion is an innovative tool designed to enhance and streamline the customer-centric transformation process. This AI-powered assistant integrates seamlessly with The Wheel of Progress and our Customer Progress Design method. The companion processes and analyzes data from customer interviews, and helps to categorize the data into 12 Elements of Progress.

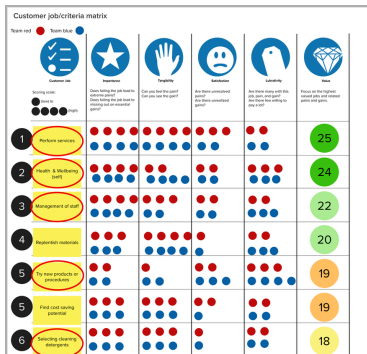
The data can be exported in different formats such as JSON, CSV, and MURAL.

Process, Tools & Templates

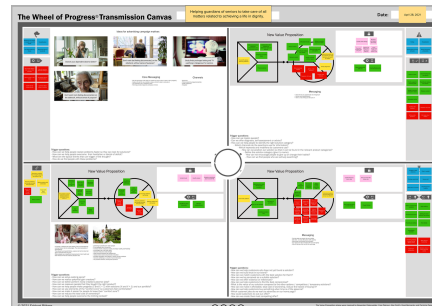
We provide a transparent and repeatable process and tools that put the customer at the center, promote collaboration, nurture customer empathy, identify customer needs with the greatest growth opportunities, and bring a customer-focused culture to life.



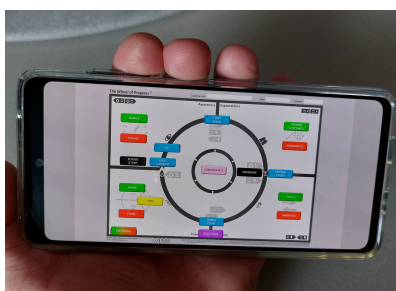
The Wheel of Progress® helps to structure and visualize customer interviews and creates an understanding for the struggle to make progress



Benefits Matrix fosters a rational and collaborative approach to prioritizing customer needs that benefit both, customers and the provider



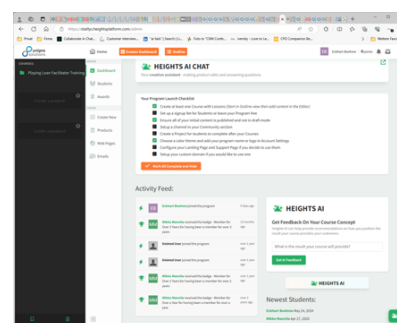
Strategy Development board provides a space for matching customer research data with creative ideas and development of a cohesive product, marketing, and sales strategy



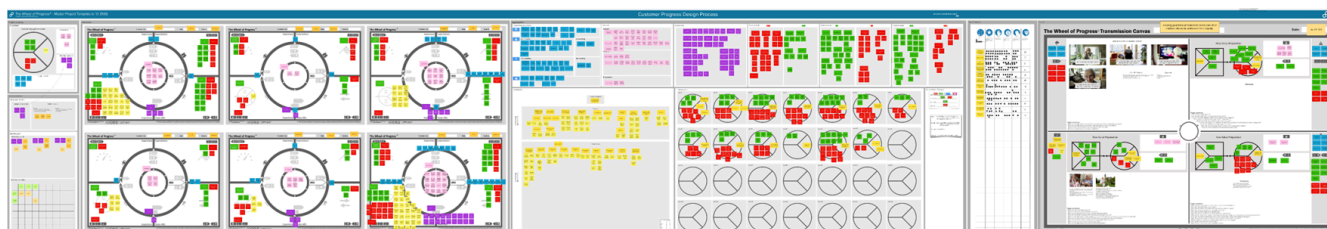
Interview Cards help to learn and lead customer interviews



AI Companion accelerates learning and interview evaluation



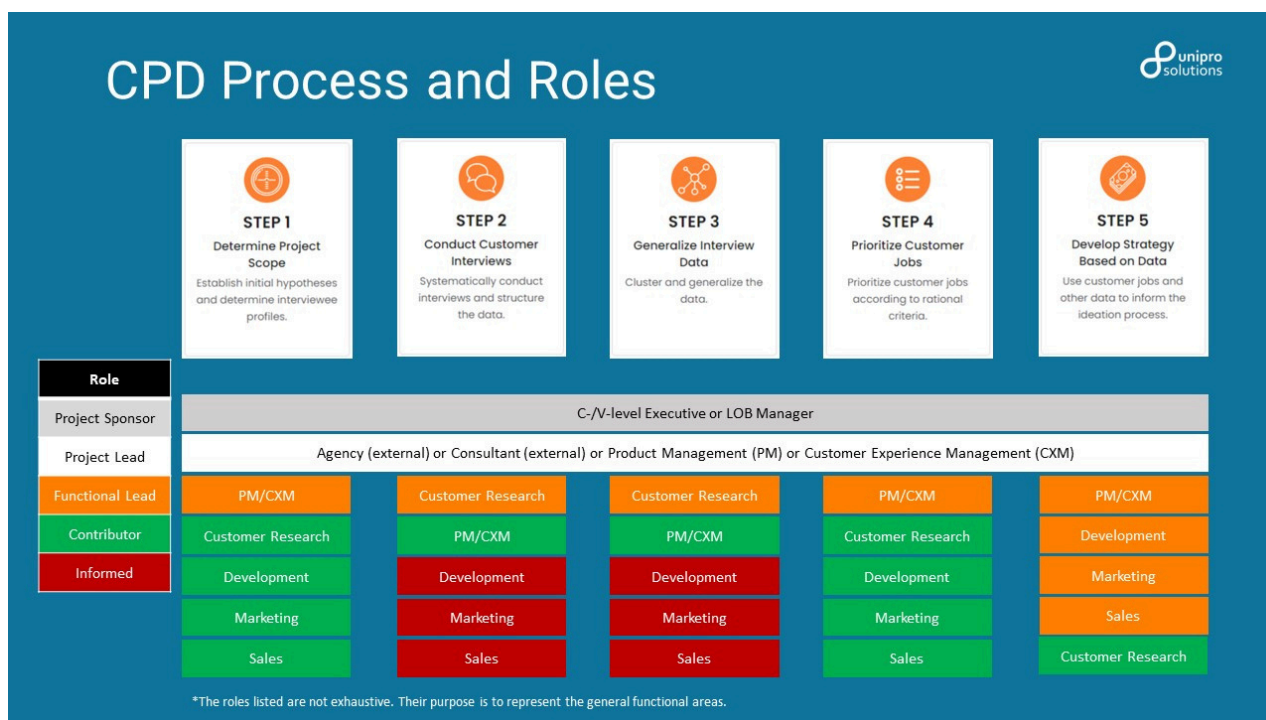
LMS Platform facilitates organizational learning



The digital project white board helps teams facilitate capture, visualize, and process data from project initiation to strategy ideation. It ensures that everyone is informed and the team lead is in control of the project progress.

Guidance on Roles

Our role guidance model in projects aims to establish clear sponsorship, role transparency, enhance the impact of project members, and define leadership responsibilities throughout different project phases. It leads to a cohesive, effective and truly customer-centric strategy.



More information

For more information on implementing the Customer Progress Design method, please contact unipro solutions or visit our websites or schedule a call.

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Our Expert: Eckhart Boehme



Founder and managing director of unipro solutions. Industrial Engineer. Long time Microsoft veteran. Mastermind behind The Wheel of Progress and Customer Progress Design. Dozens of projects, hundreds of students trained, hundreds of customer interviews led. Customers: Fraport, Haufe, Remmers, Seibert Media, WIK, Zürcher Kantonalbank, Zumtobel, and more.

Our Expert: Mikko Mannila



Business development partner at unipro solutions. First career in business finance of multinational and Germany family business. Second career as entrepreneur at Stattys. Skills include entrepreneurship, business development, OpenAI API applications, design thinking, and financial strategy.

*Based on our analysis of various B2C and B2B customer discovery projects, we have observed that organizations are unaware of up to 90% of the factors influencing purchase decisions and overall customer experience. Customer interviews, in particular, yield 2-6 times more factual insights than the number of documented assumptions. Engaging in customer discovery interviews not only provides a more comprehensive market perspective, considering the multitude of factors that influence buying behavior and product usage, but it also offers a more realistic market outlook.

Our analysis has revealed that operating without customer research often leads to biased assumptions and a limited viewpoint of the market. While hypotheses about market conditions may not be entirely incorrect, they often reflect a skewed perception. Customer discovery uncovers unexplored opportunities, such as unique curiosities, which can serve as avenues for differentiation. Furthermore, thorough customer research contributes to a more accurate market evaluation and helps pinpoint blind spots that may go unnoticed by both providers and customers. It also highlights the potential for service-oriented approaches, beyond just product-focused strategies.