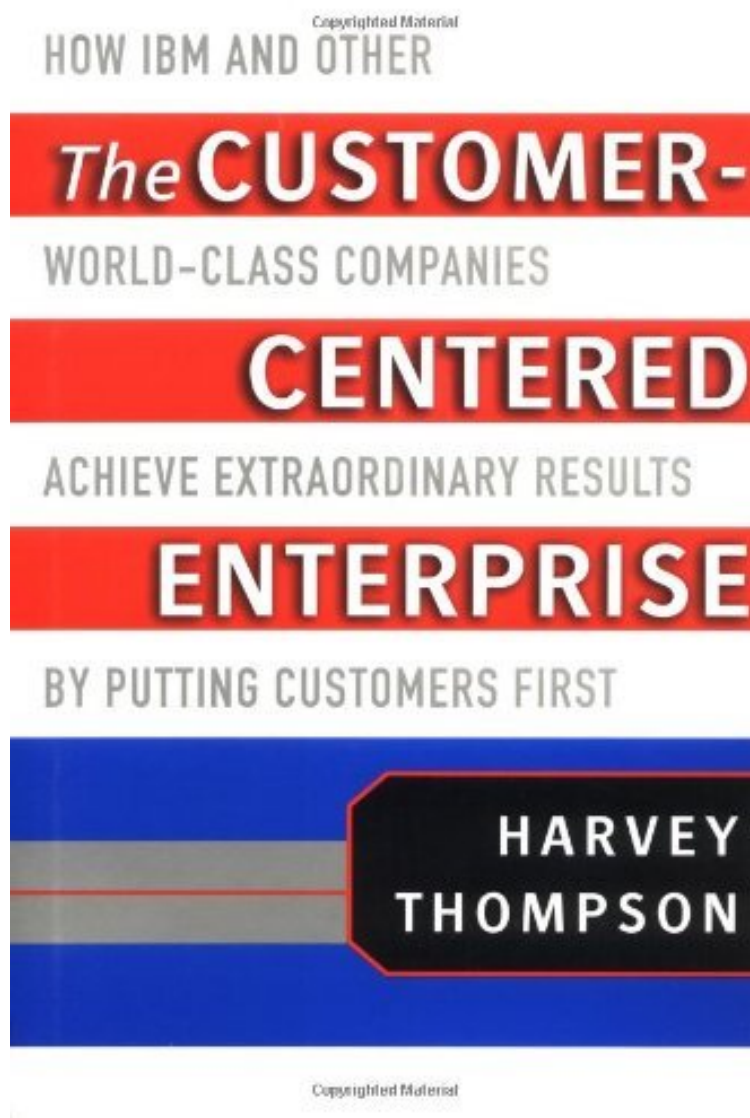


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The Customer-Centered Enterprise: How IBM and Other World-Class Companies Achieve Extraordinary Results by Putting Customers First

Harvey Thompson

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Harvey Thompson : The Customer-Centered Enterprise: How IBM and Other World-Class Companies Achieve Extraordinary Results by Putting Customers First before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Customer-Centered Enterprise: How IBM and Other World-Class Companies Achieve Extraordinary Results by Putting Customers First:

0 of 0 people found the following review helpful. Five Stars
By KalciumBrilliant. Must read for any CRM professional.
0 of 0 people found the following review helpful. A step by step process for Customer Value Management
By CustomerCustomers can get just about any product they want from a choice of producers at about the same price. The days in which you could compete for customers by price or uniqueness of product are over. If you want to be able to distinguish yourself from your competitors, you will need to do so by offering superior service, by giving the customer exactly what he wants, when he wants it. To do this, your organization will need to become customer-centered. Harvey Thompson outlines a step-by-step process called Customer Value Management (CVM), to organize your company around the needs of your customers. CVM requires you to take an outside-in (instead of an internally driven) perspective of what the customer wants. To do this you must be able to identify:
• What the customer gets out of interactions with your company
• The minimum value needed to retain customers
• The optimal value level the customer imagines
• The customer's vision of the ideal company, delivering ideal value
The steps needed to implement Customer Value Management are:
1. Visioning: Let customers set the goals. Traditional management starts with where you want to be and how to get there. However, these are your objectives, not your customers'.
2. Focus: Listen to the right customers. Market to desirable market segments, instead of trying to be all things to all customers.
3. Scope: Focus on improving the interactions with the customer that will have the most impact on retention and growth.
4. Value: Keep tabs on customer expectations of value, so that you can exceed them whenever possible.
5. Prioritization: Make investment decisions based on buying behavior. Know which customer needs will boost your bottom-line.
6. Design: Align your infrastructure and capabilities to meet customer needs.
7. Implementation and Maintenance: Take a holistic approach, incorporating customer-centeredness into your company's values, vision and mission.
1 of 1 people found the following review helpful. Explanation, instruction, examples
By frumiousBA very solidly written look at the Customer Value Management system-- complete with explanation, examples, and exercises that can be applied by the reader. Thompson makes the critical and, in my experience, all-too-misunderstood point that while using customer input in product development has long been a fact within companies, positioning the things a customer values at the center of developing services and processes is not standard in most industries. And it should be. The distinction in the Kano framework between basic expectations, satisfiers, and attractors is very well explained here and put in the kind of way that should make consultants and managers alike understand its relevance to their clients and companies. I've far too often seen clients trying to overperform on aspects of service where they just should be looking for parity and the requirements of most projects do not have a good way of seeing the difference between what their customers find simply nice to have and between the aspects of service that will truly drive the decision to buy from or remain a customer of the company in question. Highly recommended.

IBM's battle plan for attracting new customers--and keeping them for life. IBM--history's most remarkable organization--stays on top by constantly honing and refining its marketing strategies. One vital strategy, however, remains constant: The customer must always come first. The Customer-Centered Enterprise is the only in-depth exploration of IBM's battle-tested Customer Value Management (CVM)--the revolutionary program that makes the customer's viewpoint paramount in every corporate process and management decision. In today's environment of similar or identical products, CVM's battle-tested techniques will help any company differentiate itself, retain its customers, and grow. Actual examples and case studies show how IBM and other companies have used CVM to align their organization capabilities with customer expectations--experiencing unqualified marketing success.

About the Author
Harvey Thompson (North Tarrytown, NY) is the Principal of Worldwide Customer Value Management for IBM. He has spear-headed the development and deployment of management techniques applied in IBM and leading corporations across the globe.