

# A Perspective On Customer Focus, Operational Alignment, and Business Performance

July 2007



Customer  
Processworks™

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# Introduction

The interactions between a business and its customers are outcomes of intensive planning, preparation, and investment.

The quality of these interactions is, in fact, the combined result of:

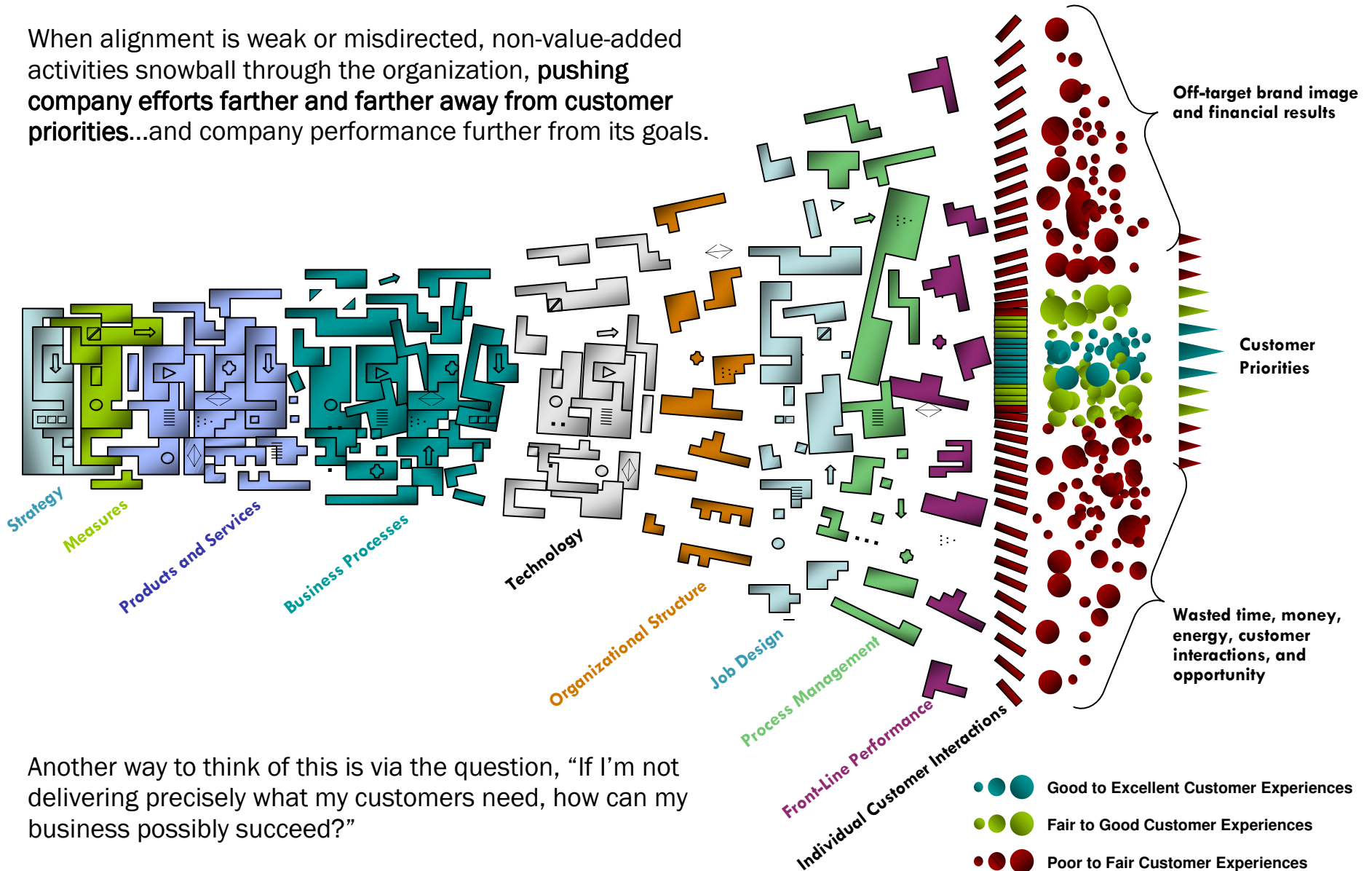
- Strategy
- Products
- Service Levels
- Business Processes and Policies
- Technology Use
- Organizational Design
- Job Design
- Training
- Morale
- Process Management
- ...and other factors

The most commonly seen flaw in a business system is not that any one of these factors is mishandled. But rather that—over time—these factors start going their own way, rather than supporting the objectives of the entire system.



# Unfortunate Reality

When alignment is weak or misdirected, non-value-added activities snowball through the organization, **pushing company efforts farther and farther away from customer priorities**...and company performance further from its goals.



Another way to think of this is via the question, "If I'm not delivering precisely what my customers need, how can my business possibly succeed?"

# Putting the Pieces Together

Customer Processworks' perspective is that each element in a business system has a twofold purpose:

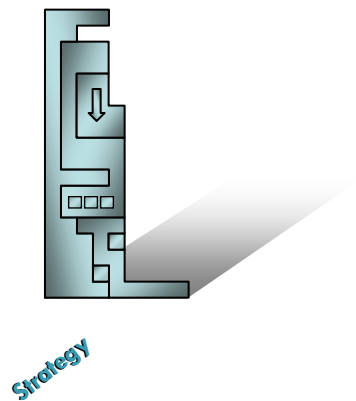
- Achieving objectives specific to the element or activity itself
- Aligning with and supporting other key elements in the business system

The remainder of this paper describes these two features...



# Strategy

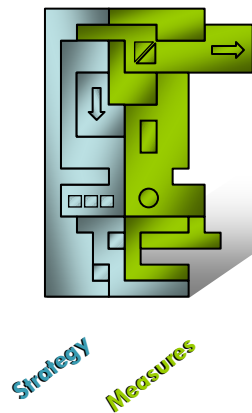
Strategy focuses on precisely meeting customer needs, preferences, and priorities via actions generating brand and financial goals (given market, competitive, shareholder, and economic considerations).





# Measurement

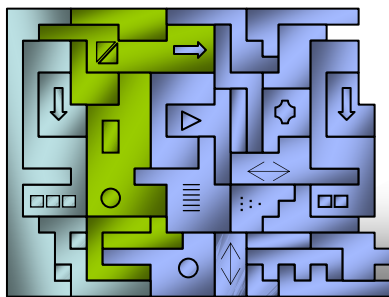
Actionable process and outcome indicators (balanced scorecard) evaluate performance in: (1) Meeting customer needs, preferences, and priorities; (2) Achieving product and service quality, cycle time, and consistency targets; and (3) Meeting organizational brand and financial goals.



# Product and Service Design

Products and services are designed to:

- (1) Meet customer needs, preferences, and priorities;
- (2) In a manner consistent with the company brand(s); and
- (3) To meet desired financial returns.



Strategy

Measures

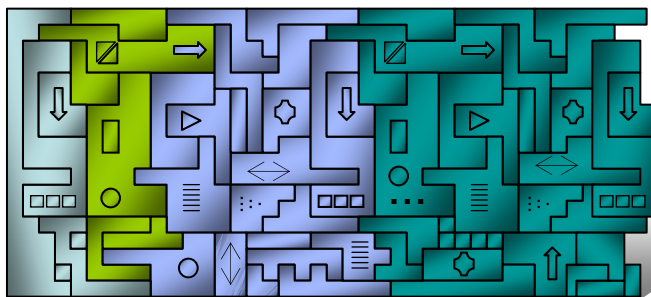
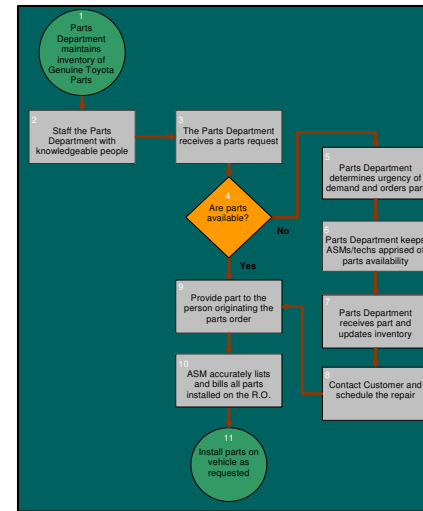
Products and Services



# Business Processes

The work of individuals, teams, groups, and the organization are designed to flow smoothly in support of customer, brand, strategic, product, service, and financial requirements.

Business processes are crafted first at the point of customer contact; with management, information, administrative, and other enabling business systems (then) designed to facilitate success at the point of customer contact.



Strategy

Measures

Products and Services

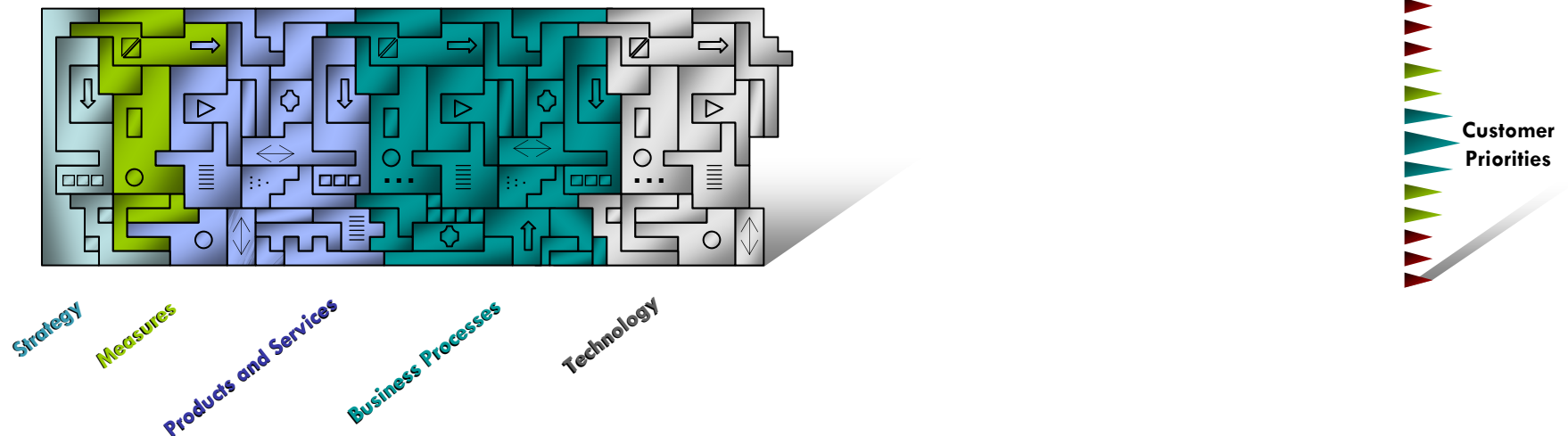
Business Processes





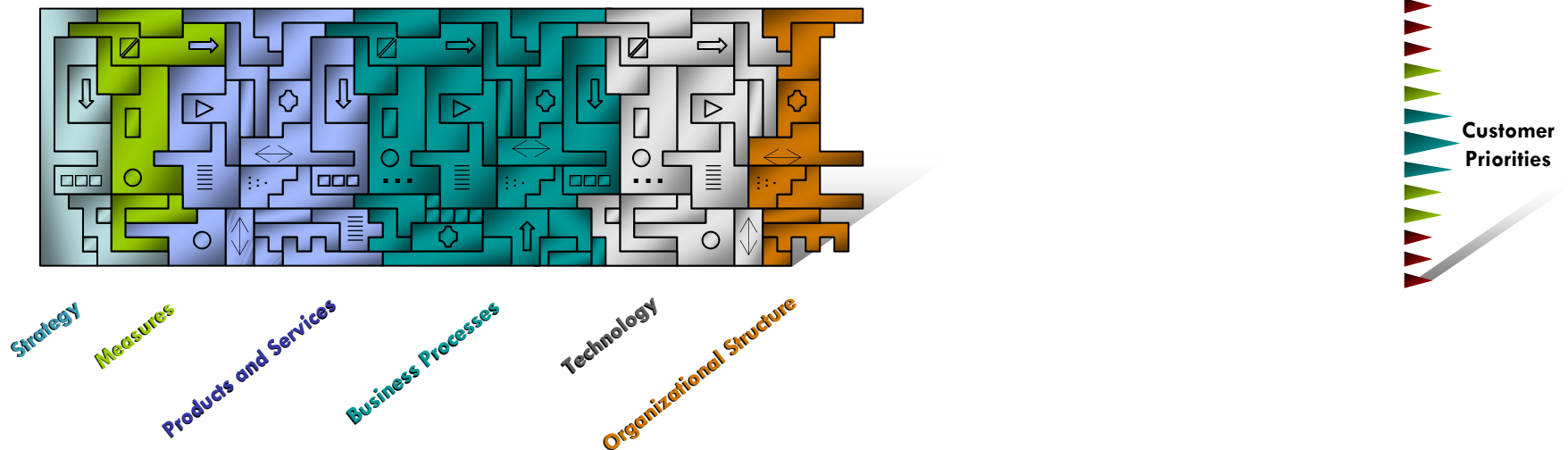
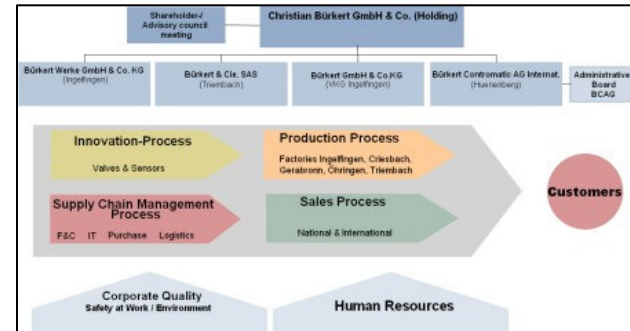
# Information systems

Information Systems and Tools: (1) Facilitate the work of individuals and the organization; (2) Provide customers the information and support they need;(3) Provide decision-support information and tools for the organization.



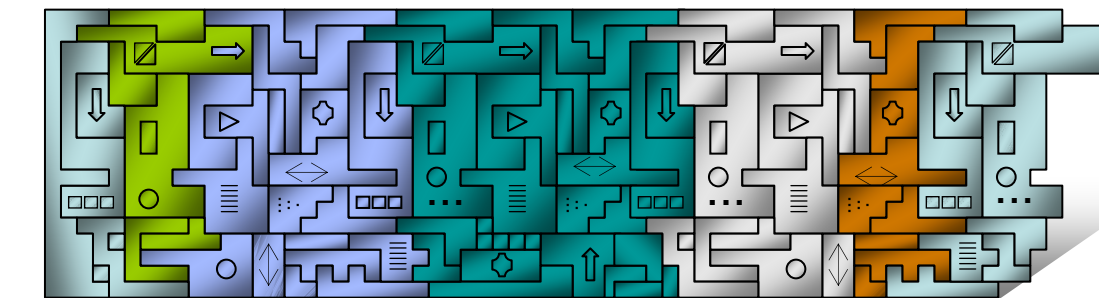
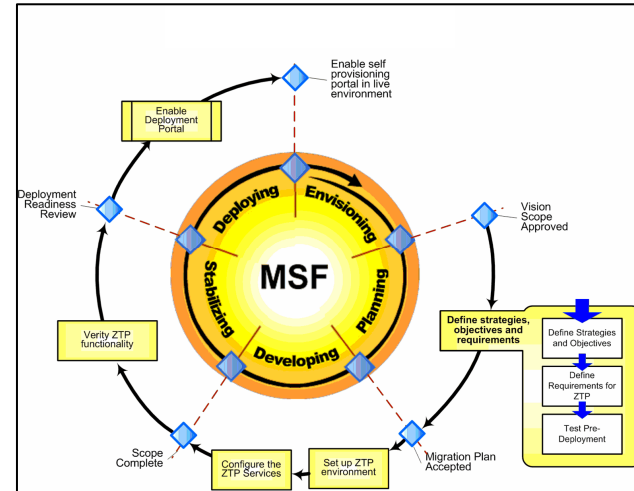
# Organizational Structure

The organizational design clusters business processes to facilitate the achievement of quality, throughput, communication, and organizational learning goals.



# Job Design

Job design organizes business processes at individual levels to facilitate efficiency, productivity, customer, and employee satisfaction.

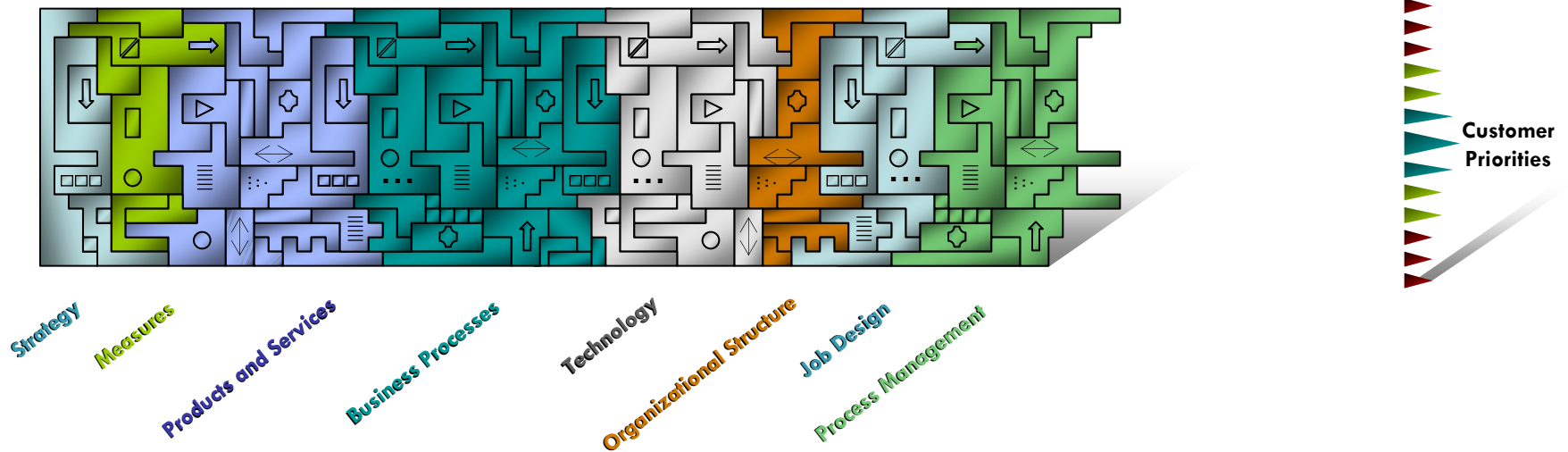
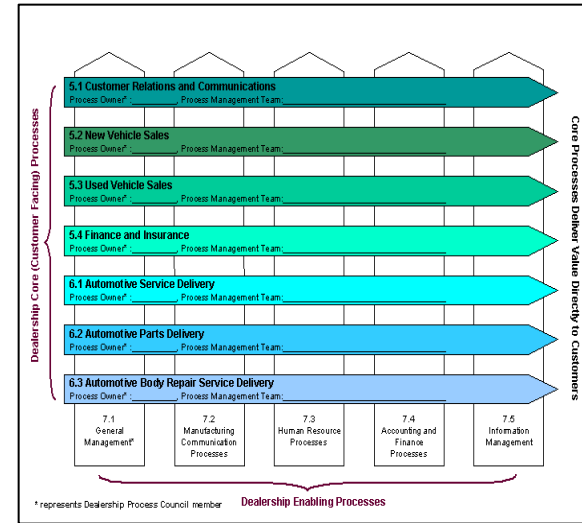


Strategy  
Measures  
Products and Services  
Business Processes  
Technology  
Organizational Structure  
Job Design



# Process Management

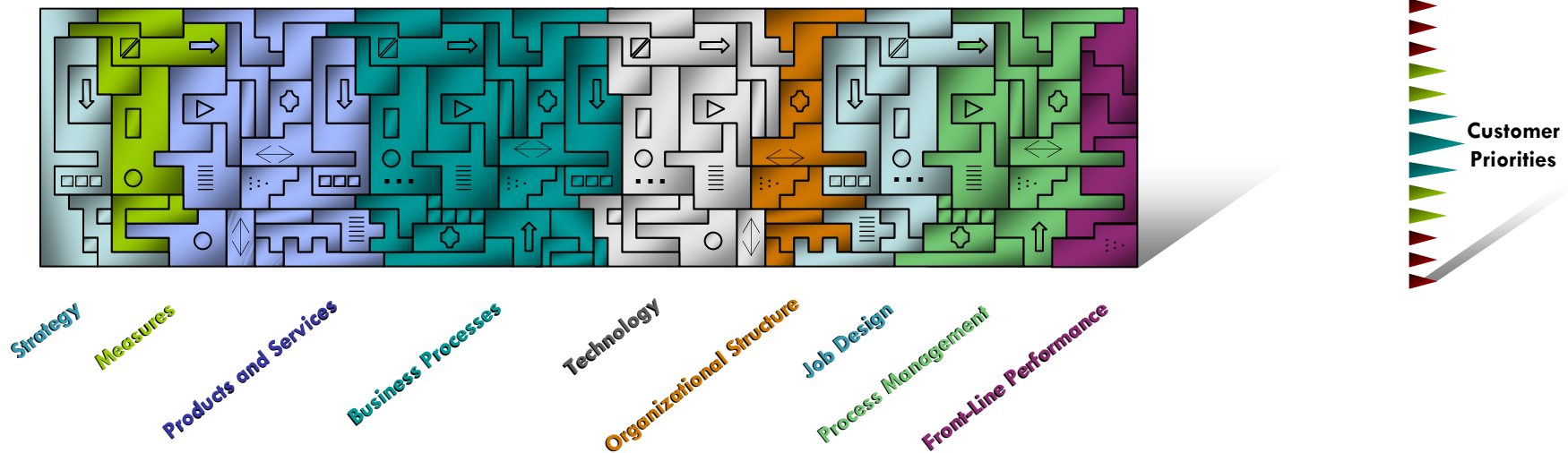
Process management ensures the achievement of strategic goals by supporting and motivating front-line associates; monitoring process and outcome performance measures; and continuously improving the work of groups, teams, and individuals.



# Front-Line Performance

Front-line performance is highly dependent on the quality and integration of the preceding business elements.

However, interactions between front-line associates and customers are also highly dependent on associate selection, education, and motivation.



# The Goal

When all elements flow together, front-line associates are able to meet customer needs and priorities, positive interactions occur, and profitable customer relationships result:



- ● ● Good to Excellent Customer Experiences
- ● ● Fair to Good Customer Experiences
- ● ● Poor to Fair Customer Experiences

