

Customer Orientation



This is the idea that everything that is done is driven by a concern to meet our customer's needs, whether those customers are internal or external. It means responding promptly to customers to ensure their satisfaction.

This competency includes elements of ability in :

- ⊕ Focusing on customer's individual needs
- ⊕ Always striving to exceed customer expectations
- ⊕ Proactively identifying new ways of delivering customer service
- ⊕ Constantly evaluating performance against customer satisfaction
- ⊕ Identifying customer needs and delivering appropriate actions in a timely manner
- ⊕ Partnering with customers to deliver best value



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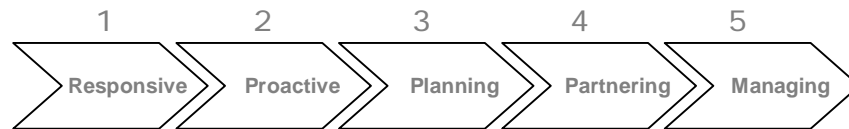
This level indicates the willingness to respond to customer needs and a helpful and supportive attitude.

Indicators

- ✓ Knows how own role contributes to an overall project
- ✓ Responds to customer needs in a timely and accurate manner
- ✓ Has a helpful & supportive attitude towards customers
- ✓ Takes time to understand customers needs
- ✓ Acts promptly to escalate or resolve customer problems
- ✓ Seeks to establish win/win agreement
- ✓ When cannot directly contribute, helps customer to identify who can
- ✓ Recommends solutions, answers queries and manages routine operational problems

Contra-Indicators

- ✗ Is unhelpful or unresponsive to issues raised by customer
- ✗ Has a *not my problem* attitude
- ✗ Puts issues on the back-burner indefinitely
- ✗ Sees customer as disruptive
- ✗ Doesn't make link between customer satisfaction and our success



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At this level someone is more proactive in seeking to provide customer value.

Indicators

- ✓ Understands the requirements of customers within the project and strives to deliver these consistently
- ✓ Sees customer satisfaction as his personal responsibility
- ✓ Genuine understanding of customer needs and a strong desire to provide for them
- ✓ Proactive in helping and in adding value
- ✓ Takes time to listen to understand and follows up to clarify
- ✓ Takes personal responsibility for ensuring the customer's problems are resolved
- ✓ Asks probing questions to establish real needs of customers
- ✓ Looks for root causes of issues

Contra-Indicators

- ✗ Addresses symptoms rather than root causes
- ✗ Doesn't follow through to check if customer is satisfied
- ✗ Doesn't take ownership and drive the solution



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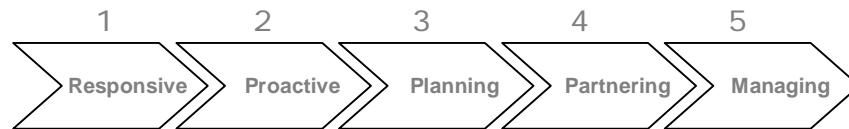
At this level the person is actively and systematically looking for ways to serve the customer better.

Indicators

- ✓ Proactively identifies and recommends ideas for new or improved customer opportunities
- ✓ Acts to make things better
- ✓ Establishes customer needs and defines type of service required on a short-term basis
- ✓ Focuses on prevention, anticipating problems and moving to mitigate them
- ✓ Anticipates customers requirements & addresses underlying needs
- ✓ Systematically identifies internal customers to understand their needs and prepares to meet those needs
- ✓ Tries to see things from the customers position
- ✓ Analyses and mitigates risks of failing to meet customer needs
- ✓ Looks for root causes of issues and ensures that problems do not recur unnecessarily

Contra-Indicators

- ✗ Doesn't see problems until they are reported
- ✗ Works only from personal perspective and doesn't put himself in customer's position



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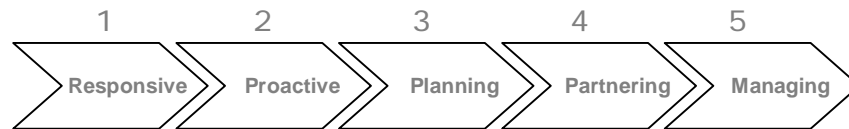
This level indicates the ability to develop a synergistic relationship with the customer and to be seen as a trusted partner in seeking and extracting value.

Indicators

- ✓ Is regarded by the customer as a trusted partner in delivering value
- ✓ Understands our Software value chain
- ✓ Understands our customer's customers
- ✓ Works with customers to discover ways to add value
- ✓ Interprets and incorporates information on wider market trends
- ✓ Develops innovative solutions to changing customer needs
- ✓ Understands and proactively seeks market knowledge on competition and influences on customer requirements
- ✓ Measures customer satisfaction and encourages feedback

Contra-Indicators

- ✗ Doesn't establish synergistic relationship with customer
- ✗ Isn't aware of or concerned with the value chain
- ✗ Focuses only on immediate project and doesn't look for bigger picture
- ✗ Doesn't look for new ways to add value



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At this level the person extracts competitive advantage and leverages organisational objectives through customer satisfaction.

Indicators

- ✓ Contributes to formulating our approach to providing value and customer service
- ✓ Creates a culture and philosophy of proactively meeting and exceeding customer expectations
- ✓ Understands our value chain and it's place in the value system
- ✓ Seeks competitive advantage by managing the value system
- ✓ Seeks to improve colleague's level of understanding of customer service
- ✓ Provides feedback internally on customer satisfaction
- ✓ Demonstrates and actively fosters a proactive customer oriented culture
- ✓ Seeks to link customer service to organisational growth
- ✓ Looks for new ways to measure value
- ✓ Creates conditions for a high level of service provision to exceed customer expectations
- ✓ Ensures the commitment of colleagues to delivering exceptional value to customers

Contra-Indicators

- ✗ Is not concerned with fostering a customer oriented culture
- ✗ Does not evangelise the linkage between customer service and organisational success

Competitors to Customer Orientation

Orientation	Feature
Technology	When the excitement of what can be done comes before the requirements of customers
Product	When organisations assume they know that what they produce or provide is what customers want
Producer	When what the staff want comes before customer's interests
Financial	When making profits or cutting costs in the short term come before longer-term customers' interests
Sales	When selling higher volumes becomes more important than customer satisfaction
Managerial	When managers' need to implement the latest management philosophy takes the emphasis away from the customer
Professional	When professionals in an organisation do not listen to service users because they believe that they know best