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# CUSTOMER OUTCOMES

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## ARE COMPANIES WALKING THE TALK?

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RESULTS OF  
OUR Q4 2017  
SURVEY AMONG  
530 BUSINESS  
MANAGERS

Conducted in collaboration with



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

### KEY TAKEAWAY

Most companies claim that their mission is to

**MAKE THEIR  
CUSTOMERS MORE  
SUCCESSFUL.**

However our research reveals that their  
internal processes and goals remain

**MORE FOCUSED  
ON VALUE  
CAPTURE  
THAN VALUE  
CREATION.**

Respondents used a 5-point scale (strongly agree/agree/neutral/disagree/strongly disagree) to rate 31 statements relating to their business environment, to the strategic emphasis that their company places on customer outcomes, and to their operating practices with regard to technology, organization, communication and measurement. The data below represent the net scores (the % of strongly agree and agree less the % of disagree and strongly disagree) to key statements.

## KEY INSIGHTS

THE **CONCEPT** OF FOCUSING ON CUSTOMER OUTCOMES IS WIDELY ACCEPTED:



**+70%** agree that "our company defines its mission as making our customers more successful"

HOWEVER, THE **PRACTICE** OF FOCUSING ON CUSTOMER OUTCOMES IS MUCH LESS DEVELOPED:



**-14%** agree that "at our company, we have a formal scorecard in place our top customers which include relationship-based metrics agreed in collaboration with the customer"



**-13%** agree that "there is a formal standing committee at our company to facilitate collaboration between IT and Marketing about how technology can be used to enhance the customer experience"

THE USE OF SOCIAL MEDIA ILLUSTRATES THIS DIVERGENCE BETWEEN THEORY AND PRACTICE:



**+11%** agree that "our company uses social media mainly as a way to push information to customers and generate sales leads"



**-21%** agree that "we use social media primarily learning about the interests and issues of our customers."

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## THE DEFINITION OF A VALUABLE CUSTOMER IS SKEWED TOWARDS THE VALUE EXTRACTED FROM THAT CUSTOMER RATHER THAN THE VALUE GENERATED FOR THAT CUSTOMER:



**+59%** agree that “we define ‘our most valuable customers’ as those we sell the most to/have the longest relationship with”

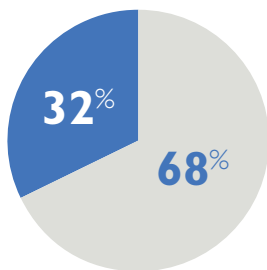


**+28%** agree that “our company defines ‘our most valuable customers’ in terms of the value we deliver to them”



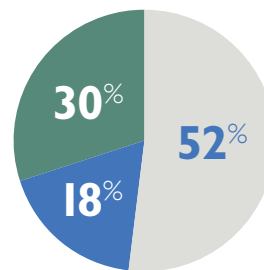
## RESPONDENT PROFILE

### EDUCATION



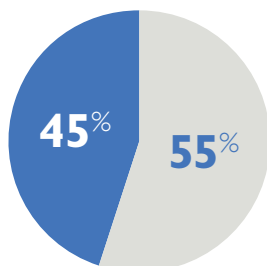
**68%** have MBA or higher qualification, **32%** have a college degree

### FOCUS



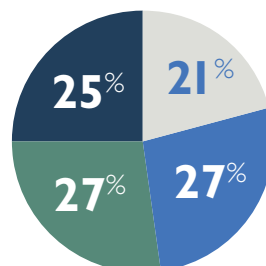
**52%** are B2B, **18%** are B2C, and **30%** are from companies that sell to both intermediaries and end customers

### ROLE



**55%** are in management positions; **45%** are technical specialists

### EXPERIENCE



**21%** have more than 30 years of work experience, **27%** between 20 and 30, **27%** between 10 and 20 years, and **25%** less than 10 years