

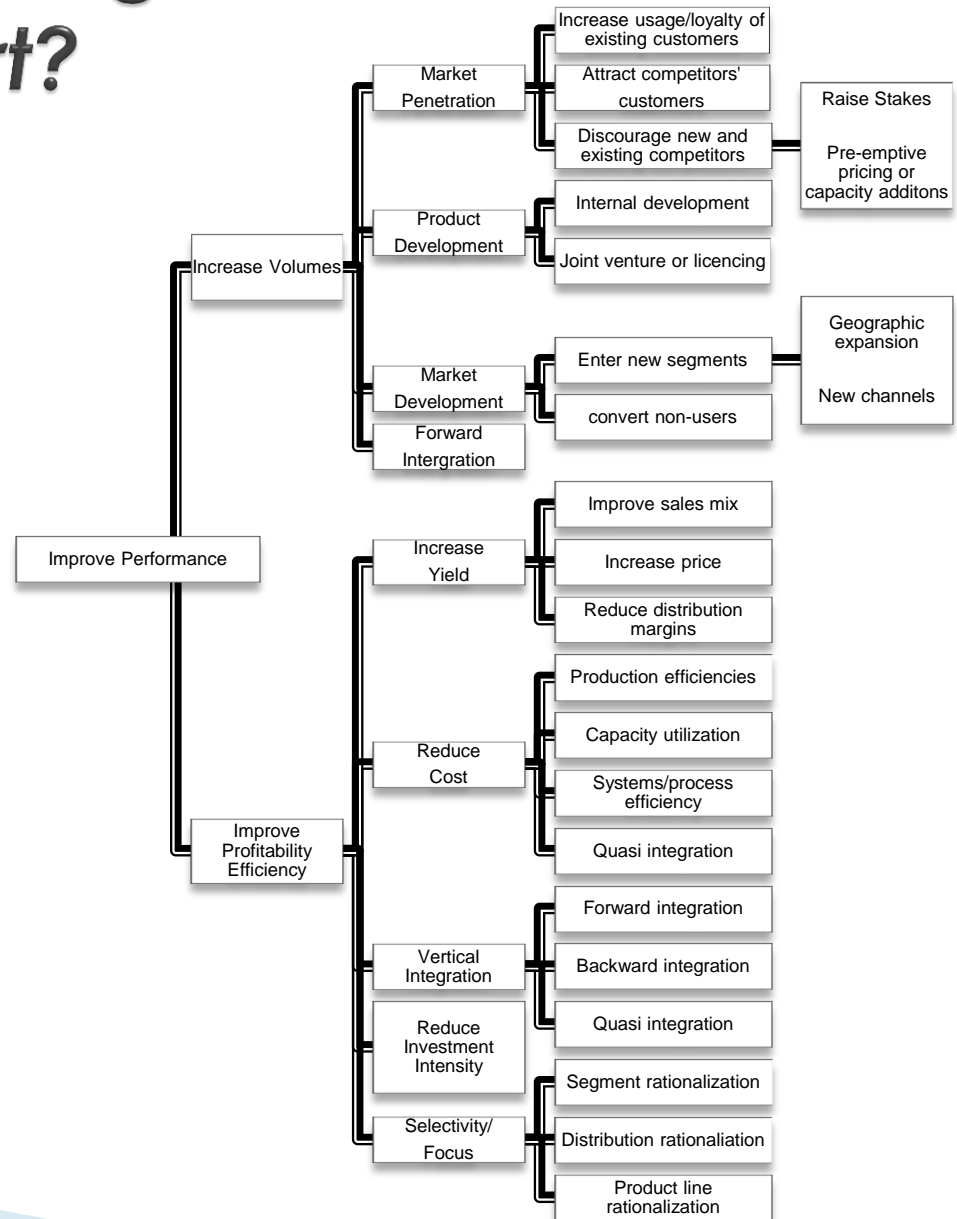
# “Productivity from the Customer’s Perspective”

Presented by Dar Schwanbeck, CMC  
Managing Director, NABI

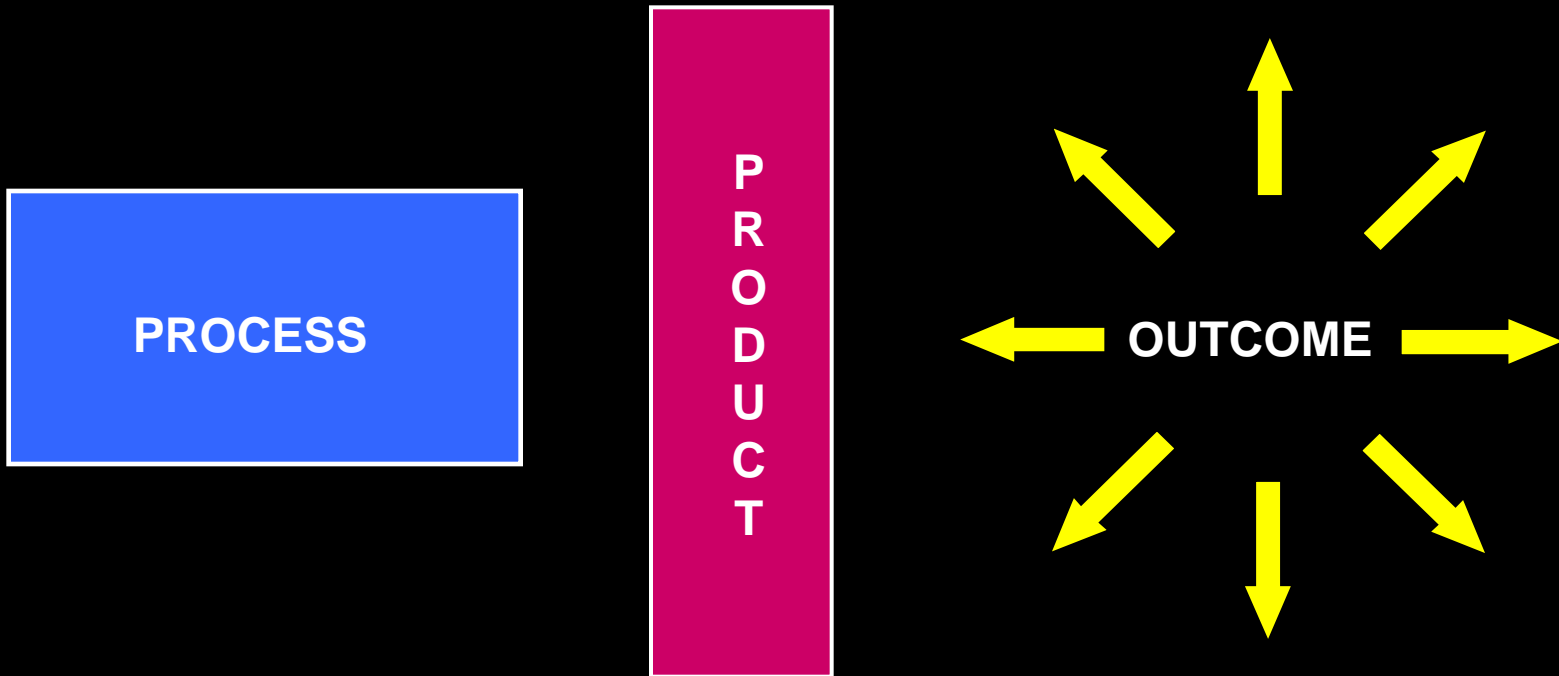
May 17, 2016

# Improvement Strategies

## *Where do we start?*

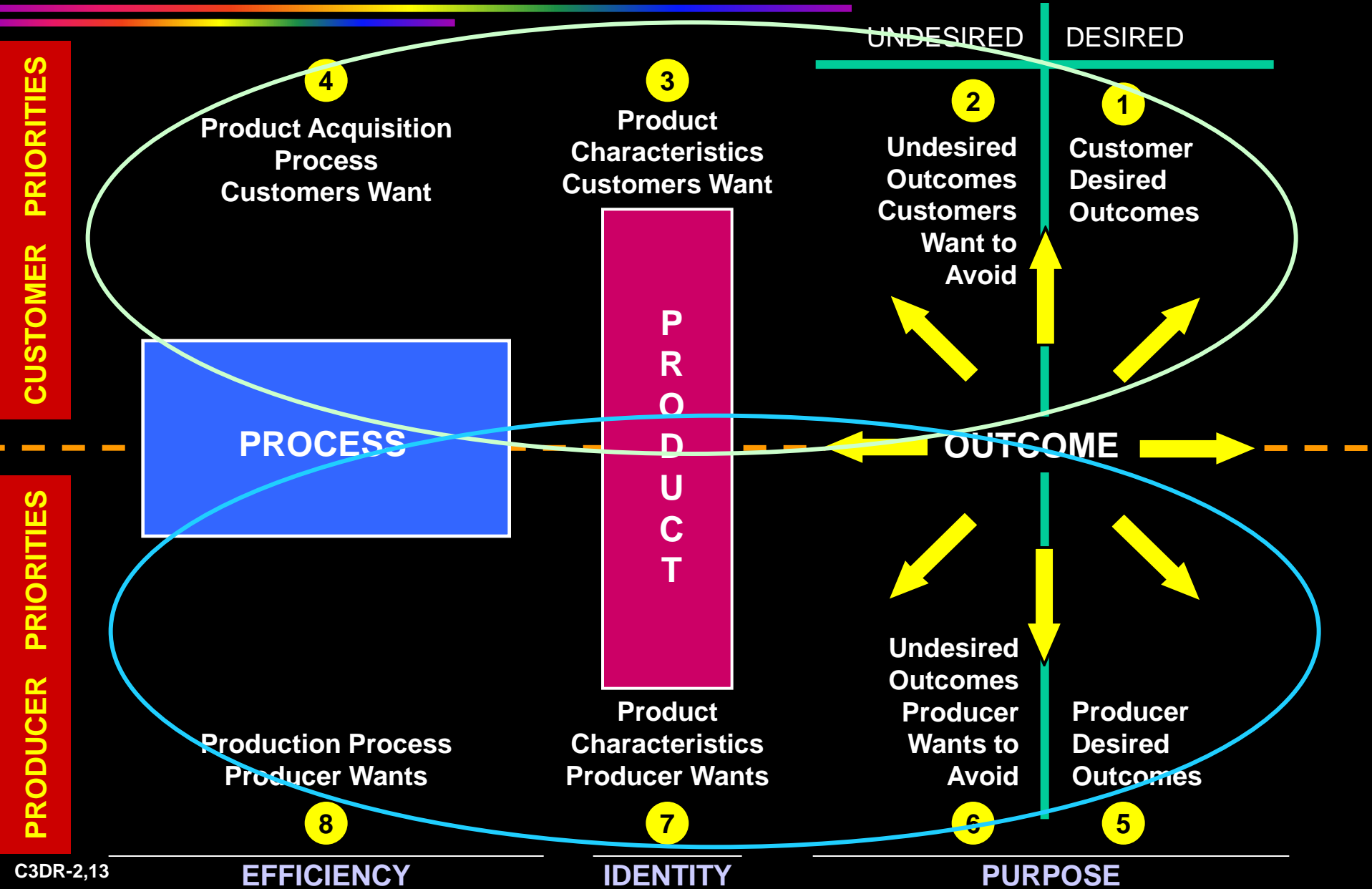


# FOCUS OF EXCELLENCE?





# BALANCED EXCELLENCE



# 4 KEY QUESTIONS

①

**WHAT IS THE  
PRODUCT?**



②

**WHO ARE THE  
CUSTOMERS?**



③

**WHAT DO THEY  
REALLY WANT?**



④

**HOW CAN WE  
IMPROVE?**

- Design & Innovation
- Customer Satisfaction
- Measures of Success
- Enterprise Excellence

## DEFINE

**All Work As:**

- Plural with an 's
- Deliverables
- Countable
- Specific

## DIFFERENTIATE

**Three Roles:**

- End-users
- Brokers
- Fixers

## REVEAL

**Expectations Regarding:**

- Outcomes (desired & undesired)
- Product (functions & features)
- Process (product acquisition)

## TRANSFORM & ALIGN

Subjective perceptions into objective performance measures, then:

- **Apply** the C3 Roadmap
- **Align** new practices with strategic and operational priorities

- **A deliverable**
- **A noun**
- **Packaged in countable units**
- **Expressed as something which can be made plural with an “s”**

# QUESTION #2

①

**WHAT IS THE  
PRODUCT?**

②

**WHO ARE THE  
CUSTOMERS?**

## DEFINE

### All Work As:

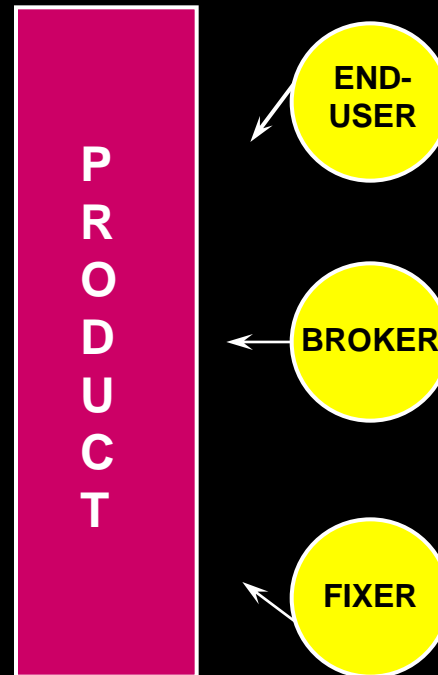
- Plural with an 's
- Deliverables
- Countable
- Specific

## DIFFERENTIATE

### Three Roles:

- End-users
- Brokers
- Fixers

# CUSTOMER ROLES





**We cannot meaningfully talk about who “the customers” are without specifying the product they are customers for.**

# QUESTION #3

①

WHAT IS THE  
PRODUCT?

②

WHO ARE THE  
CUSTOMERS?

③

WHAT DO THEY  
REALLY WANT?

## DEFINE

### All Work As:

- Plural with an 's
- Deliverables
- Countable
- Specific

## DIFFERENTIATE

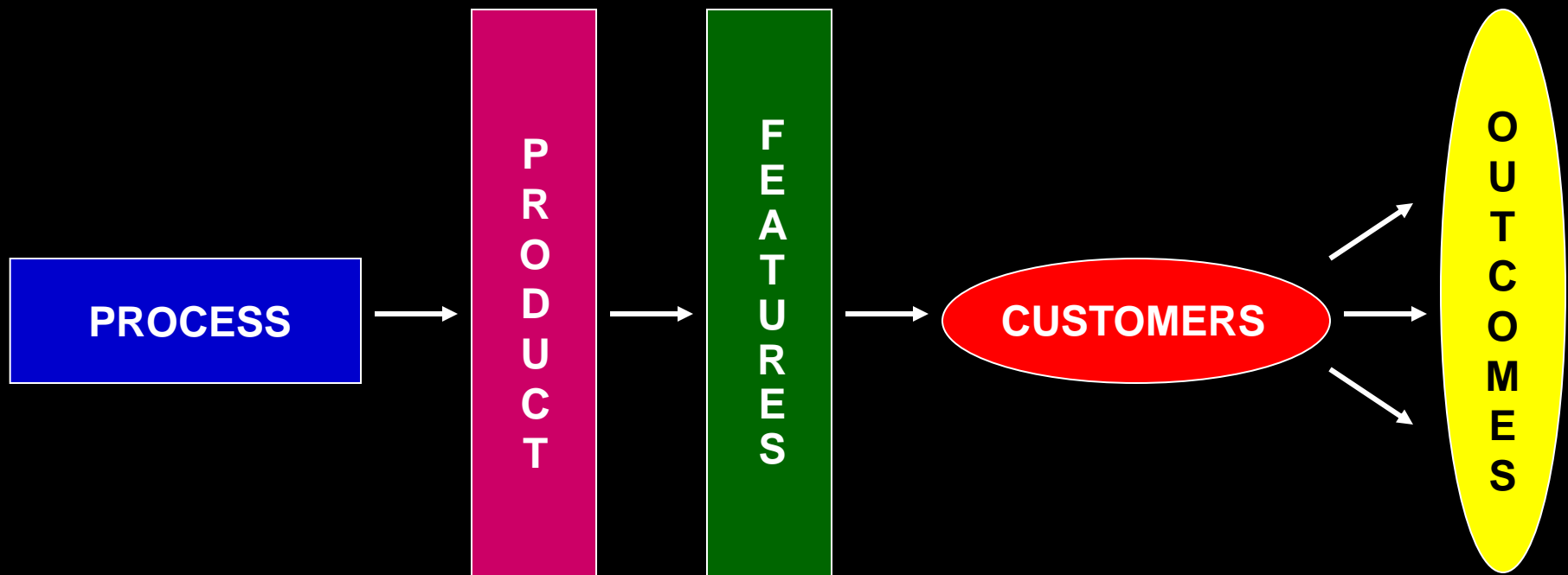
### Three Roles:

- End-users
- Brokers
- Fixers

## REVEAL

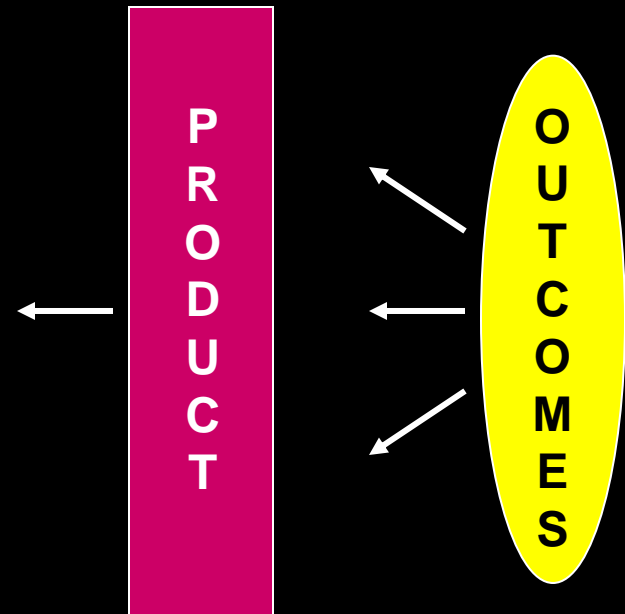
### Expectations Regarding:

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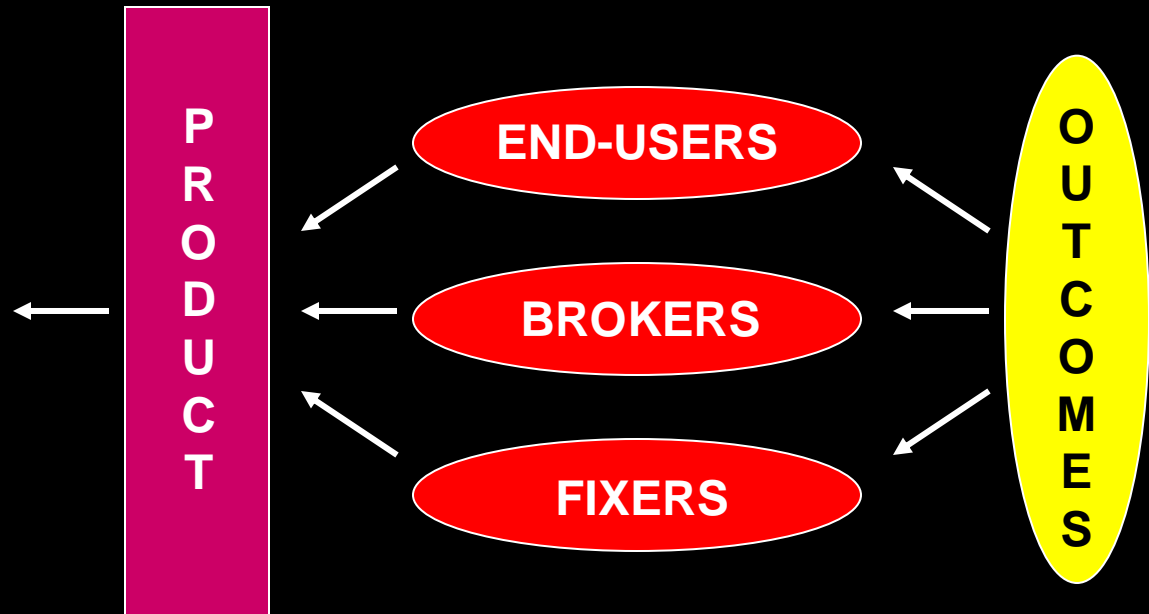


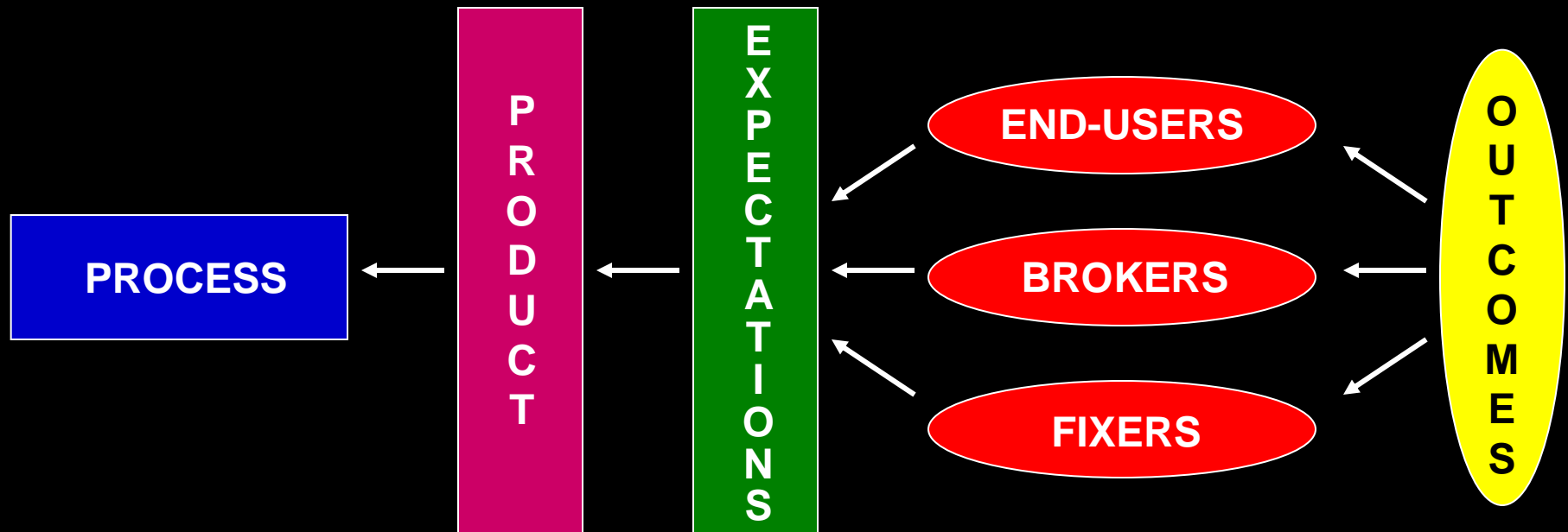
**“Going out of business”**

# CUSTOMER-CENTERED THINKING



# CUSTOMER-CENTERED THINKING





**“Growing a business”**

# 7 THINGS YOU CAN DO BETTER



1. Manage change
2. Focus on customers
3. Define success
4. Measure performance & create balanced scorecards
5. Integrate and leverage existing initiatives
6. Spark innovation
7. Manage projects for WOW results

**Become the benchmark others will follow!**

# WHAT IS C3?

**C3 is short for Customer-Centered Culture. C3 functions as a foundation for all enterprise practices. Its cornerstones are:**

**1**

**Philosophy**  
(mindset, paradigm,  
beliefs, values)

**2**

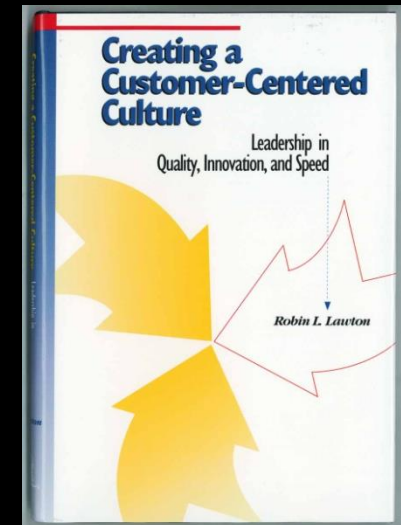
**8 Dimensions  
of Excellence**  
(definition of  
success)

**3**

**Measures**  
(status toward  
numerical goals)

**4**

**Methodology**  
(principles, tools,  
application, roles)





# THERE'S A TOOL FOR THAT



10 STEPS TO ALIGNMENT WITH CUSTOMERS	C3 TOOLS TO USE
1. Articulate strategic & customer-desired outcomes	Strategic Framework Suite - 5 Whys for Desired Outcomes - Organization & Customer Outcomes - Outcomes, Products, Measures, Owners - Defining your Measure  Project Charter
2. Determine how each outcome will be measured	
3. Set numerical improvement objectives and due dates	
4. Select the few products most likely to impact outcome success	Customer Roles & Product Selection Suite - Product Definition & Selection - Customer Roles & Power - Product-Roles Matrix - Souce Product Matrix
5. Identify end-user, broker and fixer customers for key products	
6. Uncover customers' priority expectations for each product	VOC Focus Group Suite VOC Activity Flow - Demographic Matrix - Sample Invitation - Participant Information Sheet - Seating Map - Room Setup-Supplies - Responsibilities - Focus Group Process - VOC Recording Worksheet - Debriefing Template - Customer Expectation Principles, Opportunities to Satisfy Customers
7. Measure seemingly immeasurable expectations	New Product Design Suite - Product Design Table - Outcomes & Innovation Window - Alternative Solutions Matrix
8. Innovate or redesign products to best meet outcomes	VOC Measures & Survey Suite Expectations & Satisfaction Survey, Creating Measures
9. Cut customer and producer acquisition/supply time by 80%	Lean Process Suite - Product-Roles Matrix - Product Flow/FACT Sheet - Product Performance Data
10 Implement & celebrate high ROI	

# NABI Customer Satisfaction Policy

It is expected that every staff and Board Member knows who his/her customers are and can deliver on NABI's customer satisfaction policy:

1. I know the (core) products which NABI produces and delivers.
2. I know the products which I produce and deliver and how they fit with NABI's overall products.
3. I know who NABI's and my customers are.
4. I will confirm my customers' needs, wants and expectations by talking to them.
5. I will deliver products to the quality expected.
6. I will check/confirm with my customers that I have delivered the products they wanted.
7. I will close/fix any gaps between products expected and delivered.

**For those CAMC Members who are  
ready...**

