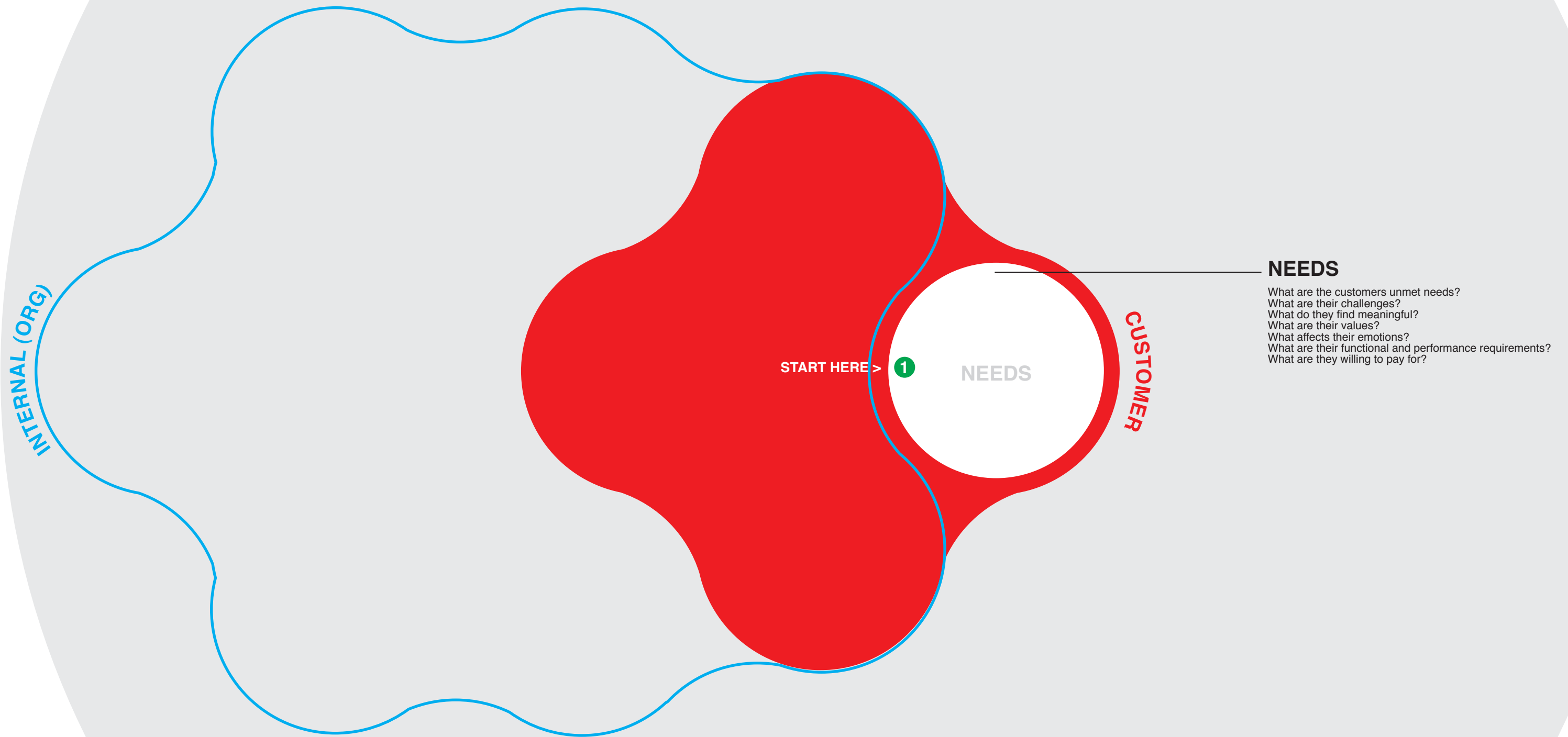
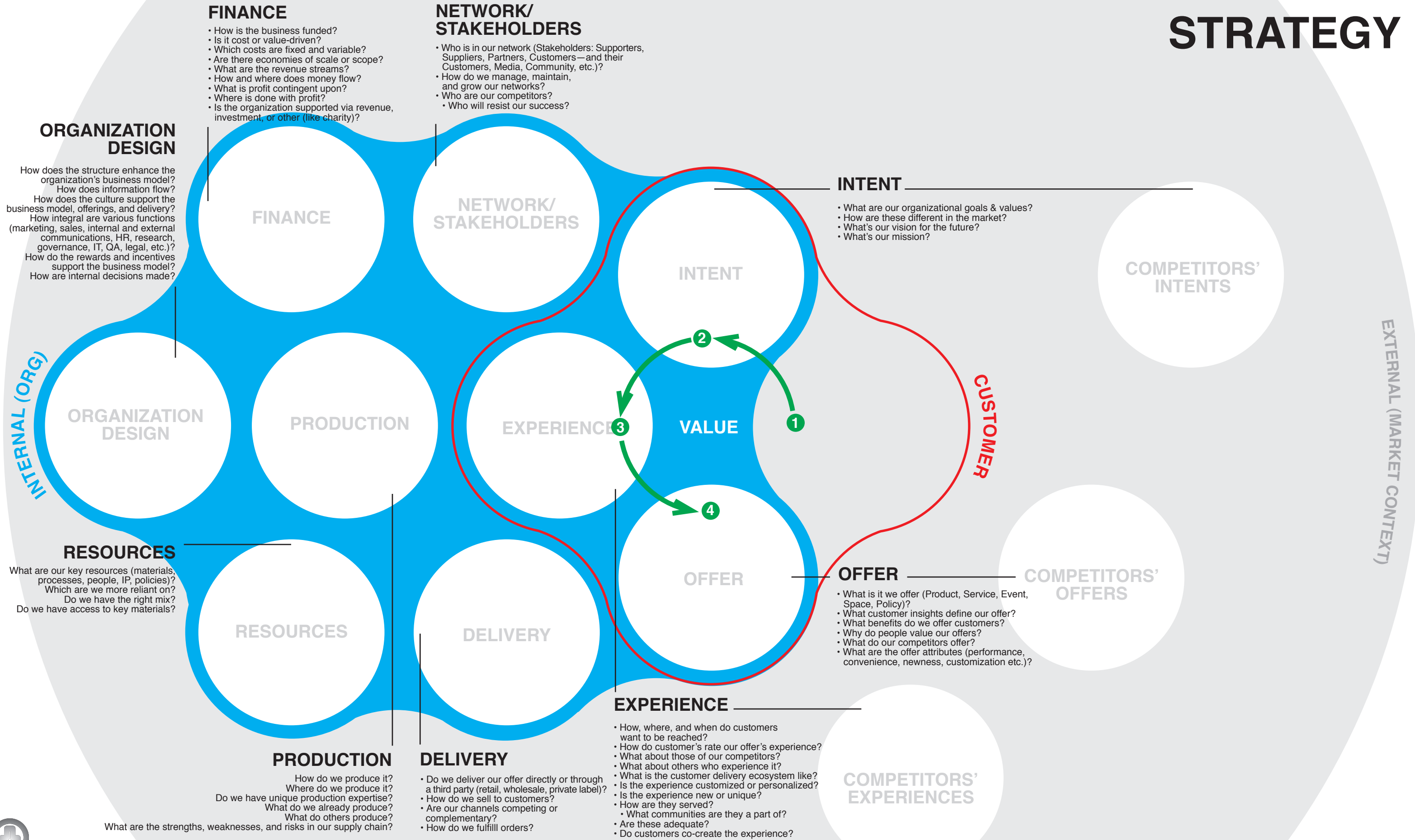


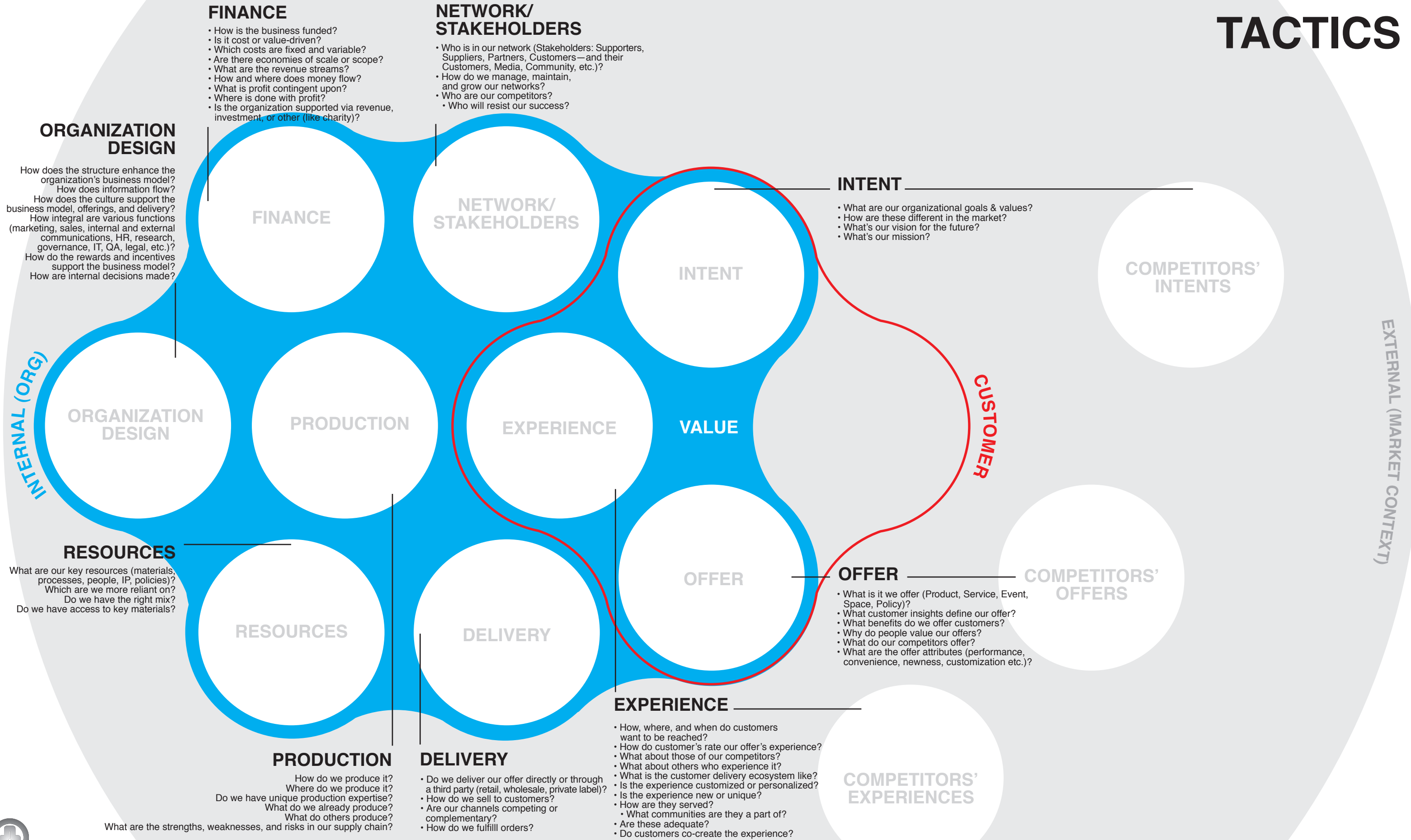
CUSTOMER INSIGHT



STRATEGY



TACTICS



CUSTOMER (MARKET CONTEXT):

NEEDS

- What are the customers unmet needs?
- What are their challenges?
- What do they find meaningful?
- What are their values?
- What affects their emotions?
- What are their functional and performance requirements?
- What are they willing to pay for?

EMERGENT ATTRIBUTES:

VALUE

Value emerges as a result of the activities and offerings an organization provides to customers and partners in the context of its markets and industries. It should be measured not only in financial terms but also social and ecological.

BRAND

An organization's brand emerges as a result of the sum of its activities. This includes the experience it creates for customers and other stakeholders as well as the strength and consistency of its internal messaging to employees and partners (who form the basis of contact with customers).

ORGANIZATION (INDUSTRY CONTEXT):

NEEDS

- What are the customers unmet needs?
- What are their challenges?
- What do they find meaningful?
- What are their values?
- What affects their emotions?
- What are their functional and performance requirements?
- What are they willing to pay for?

INTENT

- What are our organizational goals & values?
- How are these different in the market?
- What's our vision for the future?
- What's our mission?

OFFER

- What is it we offer (Product, Service, Event, Space, Policy)?
- What customer insights define our offer?
- What benefits do we offer customers?
- Why do people value our offers?
- What do our competitors offer?
- What are the offer attributes (performance, convenience, newness, customization etc.)?

EXPERIENCE

- How, where, and when do customers want to be reached?
- How do customer's rate our offer's experience?
- What about those of our competitors?
- What about others who experience it?
- What is the customer delivery ecosystem like?
- Is the experience customized or personalized?
- Is the experience new or unique?
- How are they served?
- What communities are they a part of?
- Are these adequate?
- Do customers co-create the experience?

PATHWAYS:

RESEARCH

Research encompasses a variety of quantitative and qualitative techniques to gather insight and data from each area (in appropriate ways):

- Who are our customers?
- What are their needs?
- How do we meet them?
- What do they respond to?

COMMUNICATION

Communication encompasses both internal and external messaging.

- What are our communication channels?
- Who needs to know (internally)?
- Who needs to know (externally)?
- What are our messages?

NETWORK/STAKEHOLDERS

- Who is in our network (Stakeholders: Supporters, Suppliers, Partners, Customers—and their Customers, Media, Community, etc.)?
- How do we manage, maintain, and grow our networks?
- Who are our competitors?
- Who will resist our success?

PRODUCTION

- How do we produce it?
- Where do we produce it?
- Do we have unique production expertise?
- What do we already produce?
- What do others produce?
- What are the strengths, weaknesses, and risks in our supply chain?

RESOURCES

- What are our key resources (materials, processes, people, IP, policies)?
- Which are we more reliant on?
- Do we have the right mix?
- Do we have access to key materials?

DELIVERY

- Do we deliver our offer directly or through a third party (retail, wholesale, private label)?
- How do we sell to customers?
- Are our channels competing or complementary?
- How do we fulfill orders?

FINANCE

- How is the business funded?
- Is it cost or value-driven?
- Which costs are fixed and variable?
- Are there economies of scale or scope?
- What are the revenue streams?
- How and where does money flow?
- What is profit contingent upon?
- Where is done with profit?
- Is the organization supported via revenue, investment, or other (like charity)?

ORGANIZATION DESIGN

- How does the structure enhance the organization's business model?
- How does information flow?
- How does the culture support the business model, offerings, and delivery?
- How integral are various functions (marketing, sales, internal and external communications, HR, research, governance, IT, QA, legal, etc.)?
- How do the rewards and incentives support the business model?
- How are internal decisions made?

