

LEADING CUSTOMER-CENTRIC GROWTH



Program Overview

In Leading Customer-Centric Growth, leaders will gain the skills they need to support robust, customer-centric growth strategies. Your leaders will learn to align their function, department, and organization around a customer-centric perspective, and how to increase enterprise value by better understanding customer needs.

UNDERSTAND TARGET CUSTOMER BUYING BEHAVIOR

Learn to identify and focus on the right customers by segmenting them based on market-related behaviors and characteristics.

Understand your company's competitive positioning and how your target customers make market-based purchasing decisions.

STRATEGIES TO MAXIMIZE CUSTOMER ENGAGEMENT

Understand your function's role in creating both economic and psychological value for customers.

Improve the customer experience by using customer journey maps to identify gaps and opportunities across the entire purchasing/use cycle.

DEVELOP DATA-DRIVEN, GO-TO-MARKET STRATEGIES

Understand how your function can support the capabilities needed to successfully launch new offerings to the most attractive customer segments.

Learn how to differentiate a product or service to position your offering for the most attractive customer segments.



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Key Conceptual Models

- ✓ **Identify the Right Customers:** Discover how to evaluate the attractiveness of customer segments in terms of size, growth, strength of need, and accessibility. Develop actionable strategies and tactics to reach and engage those segments.
- ✓ **Maximize Customer Lifetime Value:** Learn techniques for estimating the economic value of acquiring a new customer in a particular segment, including the impact on revenue streams, retention costs, discounted cash flows, and customer attrition.
- ✓ **Optimize the Customer Journey:** Understand the customer's decision-making process—from awareness of need through post-purchase evaluation—to target gaps and leverage points in customer value delivery.
- ✓ **Develop Data-Driven, Go-To-Market Strategies:** Understand how your function can support the capabilities needed to successfully launch new offerings to the most attractive customer segments.
- ✓ **Understand Your Function's Role in Delivering Customer-Centric Value:** Discover how different functions within a customer-centric organization provide support for an overall business strategy.
- ✓ **Identify and Leverage Competitive Differentiation:** Learn how to differentiate a product or service to position your offering for the most attractive customer segments.

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Curriculum: Week by Week



MODULE

One: Being Customer-Focused

Module: ~75 Minutes

Two: The Customer Journey

Module: ~75 Minutes
Live Virtual Events: 90 Minutes

Three: Customer Preferences

Module: ~75 Minutes

Four: Customer Segmentation

Module: ~75 Minutes
Live Virtual Events: 90 Minutes

Five: Customer Targeting

Module: ~75 Minutes

Six: Customer Messaging

Module: ~75 Minutes
Live Virtual Events: 90 Minutes

LECTURES [VIDEOS]

- Introduction to Positioning
- Making a Difference: B2C, B2B, and Internal

- Projection Bias
- The Customer Journey
- Journey Graphs, Pain Points, and Brand-Based Differences
- Using Psychology to Improve Journeys

- Introduction to Identifying Customer Needs and Preferences
- Conjoint Analysis

- Introduction to Segmentation

- Introduction to Targeting
- Customer Lifetime Value
- Economic Value to the Customer
- Crafting a Positioning Statement

- The Chain Model
- Customer Lifetime Value and the Cottle-Taylor Case
- Communication and Messaging

KEY LEARNING

In Module 1, Wharton's renowned business school professors will introduce you to what it means to be "customer-centric" and explain why this mindset is essential for driving organizational growth. You will learn why "positioning" is crucial to effectively meeting customer needs and examine the three-step positioning process.

Now that you're armed with an understanding of what "customer-centricity" means, Professor Patti Williams will discuss a paradigm shift in how marketers view their customers, and examine the importance of the "customer journey." Williams will then introduce tools to help you pinpoint your customers' needs, goals, and pain points. The week concludes with a discussion of ways to use psychology to improve the customer journey.

In Module 3, Professor Bob Meyer will examine the types of data marketers use to understand their customer base. He'll then introduce a range of tools and techniques—from data intensive methods to more "back-of-the-napkin" approaches—to help you develop your understanding of your customer base.

In this module, you will learn how marketers segment their customers, dividing them into a series of groups with internally consistent needs. Professor Bob Meyer will highlight key criteria used to organize and analyze customer data and show you how to use the data you've collected to generate a segmentation scheme for your own customer base.

In the penultimate module, you will learn how to determine which customer segments are the most attractive to you and your organization. You will examine two key concepts: "Customer Lifetime Value" and "Economic Value to the Customer." Both are powerful methods of prioritizing segments based on their financial potential. You'll then learn how to craft a positioning statement for your target customers, articulating the differentiated value you will provide and forming the basis for concrete product or service recommendations.

To conclude your learning journey, you will investigate the three key pathways to growth—expanding the market, increasing market share, and altering your product mix. You'll learn techniques such as the Chain Rule, which will help you identify and evaluate opportunities for growth. Finally, you will discuss the principles of powerful messaging in order to effectively communicate your customer-centric recommendations to your audience.

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Creating a Differentiation in Commodity Business	An executive for a global agricultural company developed a strategy to differentiate her company's product to prospective new customers.	Increased Customer Loyalty/Satisfaction	\$60,000,000
Transparent Communication	To improve his company's customer experience, a Manager for a manufacturing corporation developed a plan to be more transparent in communications.	Increased Customer Loyalty/Satisfaction	\$450,000
Increase Growth of Rail Seals	A VP of Sales for a industrials company researched why one of his organization's core products didn't meet the needs of a large corporate partner.	Increased Customer Loyalty/Satisfaction	\$1,300,000
How to Compensate a Volume Loss	After large client switched to a competitor, a Sales Leader for a industrials corporation developed a strategy to make up for the volume loss.	Increased Quality	\$750,000
Global Needs & Priorities	The VP of Integration for a medical device company developed a framework to prioritize projects that would deliver the most ROI for her organization.	Increased Customer Loyalty/Satisfaction	\$4,000,000

