

ORGANIZING FOR CUSTOMER CENTRICITY

TATYANA MAMUT, PHD
tmamut.com



*Is there a common factor
that separates successful
from unsuccessful
products?*

consider these...

Beta
B



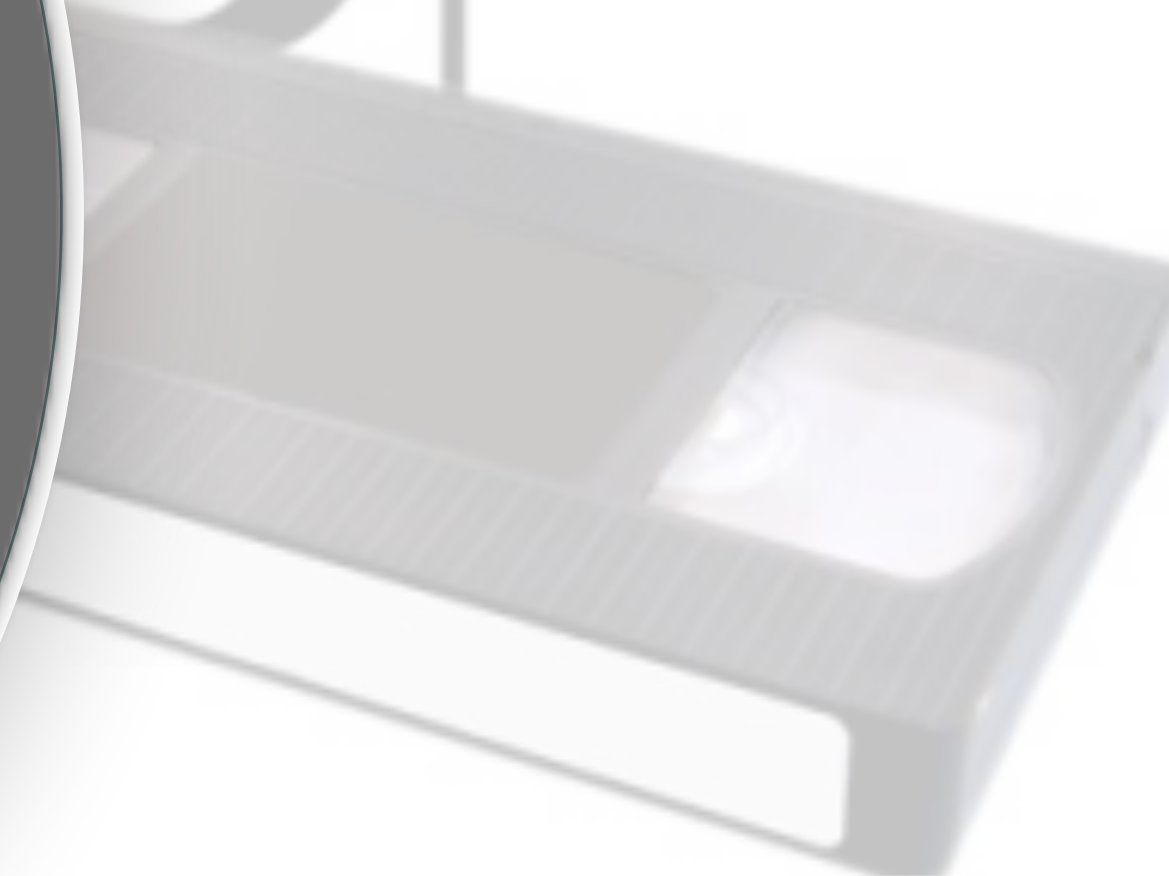
VHS



Beta
B

**BETTER
TECHNOLOGY**

VHS





Explore over 1 million listings across our family of brands

Search by property number or destination

Arrival



Depart



Guests



Search

☐ I don't have dates yet



Where to?

Become a Host

Help

Sign Up

Log In

LIVE THERE

Book homes from local hosts in 191+ countries and experience a place like you live there.





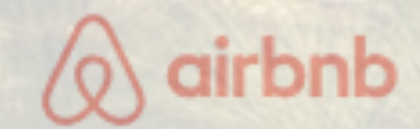
Explore over 1 million properties from a family of brands

Search by property number or destination



Search

**BEING
FIRST**



Where to?

Become a Host

Help

Sign Up

Log In

VRBO #580857

Vacation Rentals by Owner®

Powered by HomeAway, the world leader in vacation rentals

Book homes from local hosts. Experience life like you live there.



All ▾

Search



Hello. Sign In
My Account ▾



All Departments ▾

Cold Weather Shop

My Local Store

Pick It Up TODAY

Tips & Ideas

FREE shipping on \$50+ orders



Bring the party
wherever you watch



©2016 P&G



NEW & INTERESTING FINDS ON AMAZON

EXPLORE



All ▾



Prime Day deals start July 16

Deliver to Tatyana
San Franc... 94114

Departments ▾

Your Pickup Location

Browsing History ▾

Tat's Amazon.com

Today's Deals

Gift Cards

Registry

EN
🌐 ▾

Hello, Tat
Account & Lists ▾

Orders

Prime ▾

1
Cart

prime day

An epic day (and a half)
of our best deals

It's almost here!



Bring
where

**SCALE &
RESOURCES**



NEW & INTERESTING FINDS ON AM

amazon
prime

All ▾

Deliver to Tatyana
San Franc... 94114

Departments ▾

Your Pickup Location

Prime Day deals start July 16

Hello, Tat

Account & Lists ▾

Orders

Prime ▾

 Cart

An epic day (and a half)
of our best deals

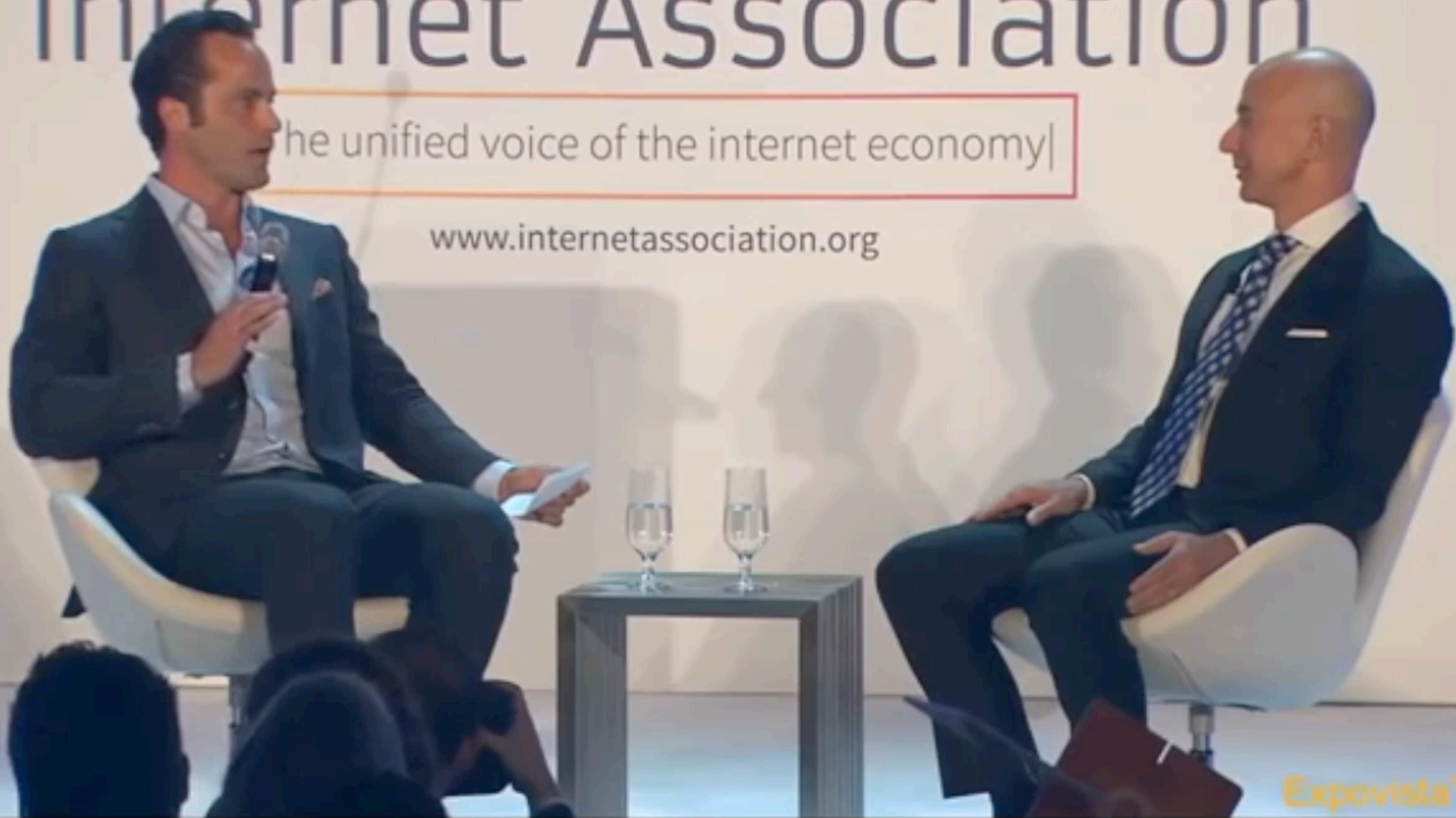
It's almost here!

The common factor is:
*focusing on customers
above all else*

Internet Association

the unified voice of the internet economy|

www.internetassociation.org



If Customer Obsession is the key...

**HERE'S WHAT PRODUCT
LEADERS DO TO CREATE IT**

IDENTIFY THE RIGHT THING TO BUILD

What are the compelling customer
needs & habits?

What will customers need in the
future?

How do we make sure we are
**focused on customer needs,
not executive opinions?**

FIGURE OUT HOW TO BUILD IT RIGHT

How can we quickly
build & test?

What are the technical and organizational
constraints?

How will we organize to drive financial
profitability?

IDENTIFY THE RIGHT THING TO BUILD

What are the compelling customer

needs & habits?

What will customers need in the

future?

How do we make sure we are

**focused on customer needs,
not executive opinions?**

FIGURE OUT HOW TO BUILD IT RIGHT

How can we quickly

build & test?

What are the technical and organizational

constraints?

How will we organize to drive financial

profitability?

Organizing for Customer Centricity

PROCESS

METRICS

TALENT

1. Process

**CENTER DECISIONS
AROUND THE CUSTOMER**

Amazon Web Services Launches

SEATTLE--(BUSINESS WIRE)--March 14, 2006-- S3 Provides Application Programming Interface for Highly Scalable, Reliable, Low-Latency Storage at Very Low Costs

Amazon Web Services today announced "Amazon S3(TM)," a simple storage service that offers software developers a highly scalable, reliable, and low-latency data storage infrastructure at very low costs. Amazon S3 is available today at <http://aws.amazon.com/s3>.

Amazon S3 is storage for the Internet. It's designed to make web-scale computing easier for developers. Amazon S3 provides a simple web services interface that can be used to store and retrieve any amount of data, at any time, from anywhere on the web. It gives any developer access to the same highly scalable, reliable, fast, inexpensive data storage infrastructure that Amazon uses to run its own global network of web sites. The service aims to maximize benefits of scale and to pass those benefits on to developers.



WORKING BACKWARDS FROM THE CUSTOMER:

PRFAQ

Amazon has institutionalized a “working backwards” process that starts with three short documents:

1. *Press release* (one page). The press release announces something new and valuable with a name that target customers will understand. It communicates in a compelling way what the offering is and who will be well served by it. It evokes the problems that customers have been experiencing in the absence of such a solution, and makes clear how this overcomes those. Like a real press release, it anticipates the kind of positive coverage that might appear in a media outlet impressed enough to share the news.

2. *FAQ list* (six pages). In the format of the familiar “Frequently Asked Questions” section, this document lays out details about the solution as they would be presented to customers starting to use it. To draft these, a team has to put itself in the shoes of busy, nonexpert users who are trying to solve a problem, and anticipate the issues they might encounter. To help teams draft FAQs, Amazon provides prompts, including: “What will customers be most disappointed about in version one of the offering?”

3. *A portrayal of the customer experience*. Additional materials, sometimes including screen-display mockups or even rough prototypes, make it easier to envision just how customers will access and work with the new offering. These might describe use cases, include code snippets, and/or describe how the product fits into broader processes or customer contexts. At its best, this is storytelling about customers facing problems and having a better way to solve them.



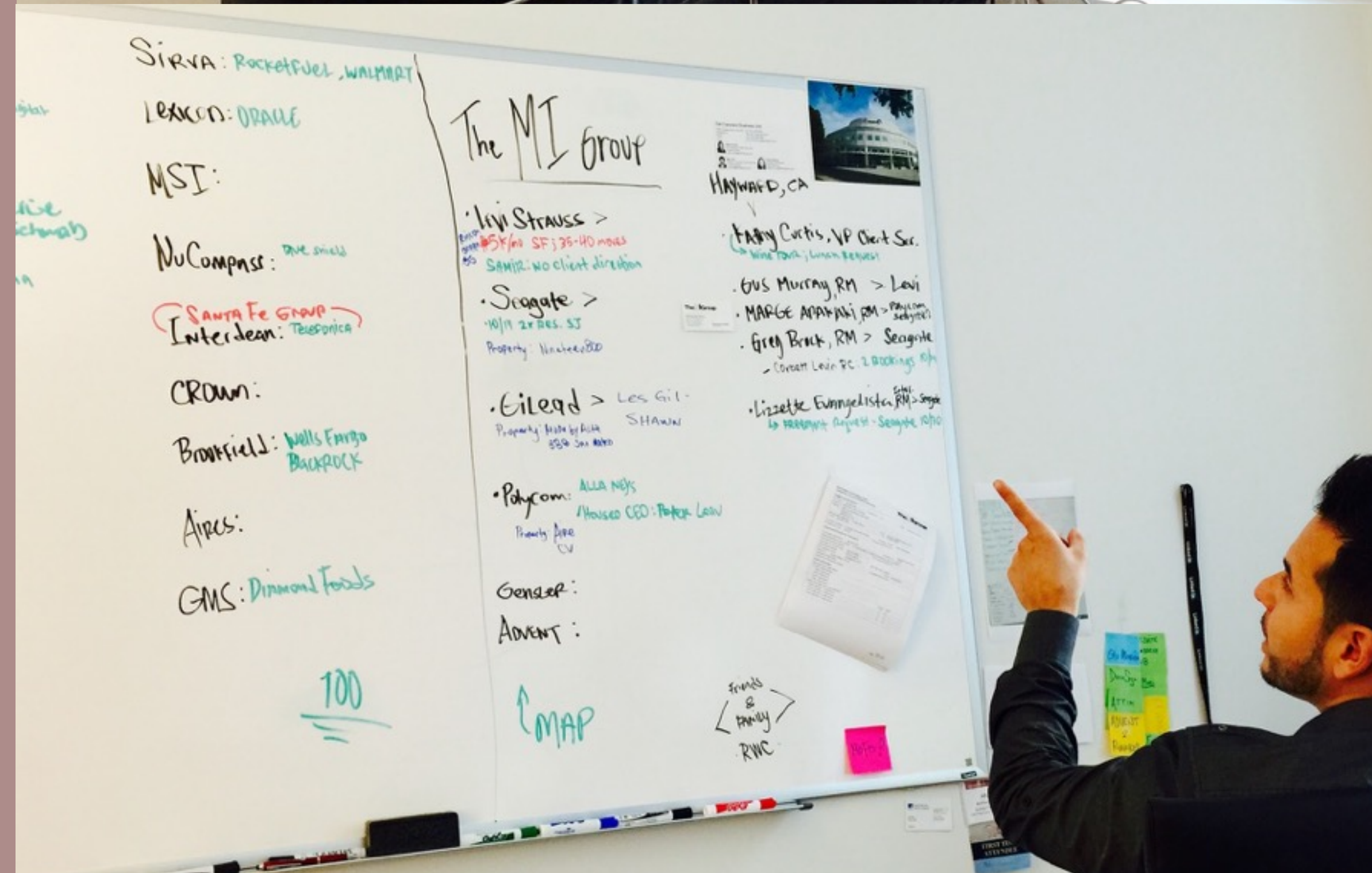
*“WHEN THE ANECDOTES AND THE
DATA CONFLICT, TRUST THE
ANECDOTES”*

- JEFF BEZOS



*BRING THE CUSTOMER
INTO EVERY ROOM:*

**CUSTOMER
ARTIFACTS**



2. Metrics

**MEASURE WHAT MATTERS
TO THE CUSTOMER**



FOCUS ON:

**2-3 CORE
CUSTOMER
BENEFITS**





TurboTax



QuickBooks



ProConnect



Mint

Investor Relations

[FAQs](#)

[Contact IR](#)

[Corporate Website](#)



[HOME](#)

[COMPANY INFO](#)

[PRESS RELEASES](#)

[EVENTS](#)

[STOCK INFO](#)

[FINANCIAL INFO](#)

[CORPORATE GOVERNANCE](#)

NASDAQ: INTU

\$196.23 + 5.69 (+2.99%) [▼ more](#)



“Our results and progress in the first quarter set a nice cadence for the year to come, as we continue to develop innovative ways to deliver on our customer benefits of no work, more money and complete confidence,” Smith said.

One Intuit Dashboard: True North

EMPLOYEES	CUSTOMERS				PARTNERS	SHAREHOLDERS	
	Small Business	Self-Employed	Consumer				
As of Apr 30, 2018 (Pulse as of May 2018)						QBO as of May 12, 2018. TTO data as of May 13, 2018. Revenue/Op Income Q3 Actual & FY Forecast shown below	
Voluntary Attention What Talent Does	More Money				Accountant	# Customers	
	Days-to-Paid			% MiniTurbo cust. apply for more S	NPS	QBO	TTO
	13		TBD	6%	45	101	102
Voluntary Attention Regrettable Loss	No Work				Developer	Revenue	
	Categorization Success	Categorization Success		# of fields manually entered/edited	NPS	Q3 Actual	FY Forecast
	71%	89%		34	12	104	107
Employee Pulse	Complete Confidence				Government	Op Income	
83%	Connected to Accountant	Books to Tax Solution		TTO Filed w/o Unanswered Ts	Fraud YoY	Q3 Actual	FY Forecast
	56%	65%		58%	-46%	104	101
Velocity				TT Live Filed w/o Unanswered Ts	Financial Institution	Ecosystem	
				77%	NPS Proxy on 10 pt scale	CRM/C Online	# Connections YoY Change
Story Cycle Time	Delight				7	100	10%
Dev Cycle Time							
Strategic Capabilities	PRS	PRS		PRS	Enterprise Platforms		
	NPS 1 vs Best Alt	NPS 1 vs Best Alt		NPS 1 vs Best Alt	NPS Proxy on 10 pt scale		
					8		

3. Talent

**GLOBAL PRODUCTS REQUIRE
DEEP LOCAL EXPERIENCE**

P&G

*TO BE A GREAT
GLOBAL PRODUCT*

**LEADERS NEED TO
BE ON THE GROUND**



**ВЫБЕРИ ПРАВИЛЬНУЮ СТЕПЕНЬ
ВПИТЫВАНИЯ: SUPER ДЛЯ
ОБИЛЬНЫХ ВЫДЕЛЕНИЙ**



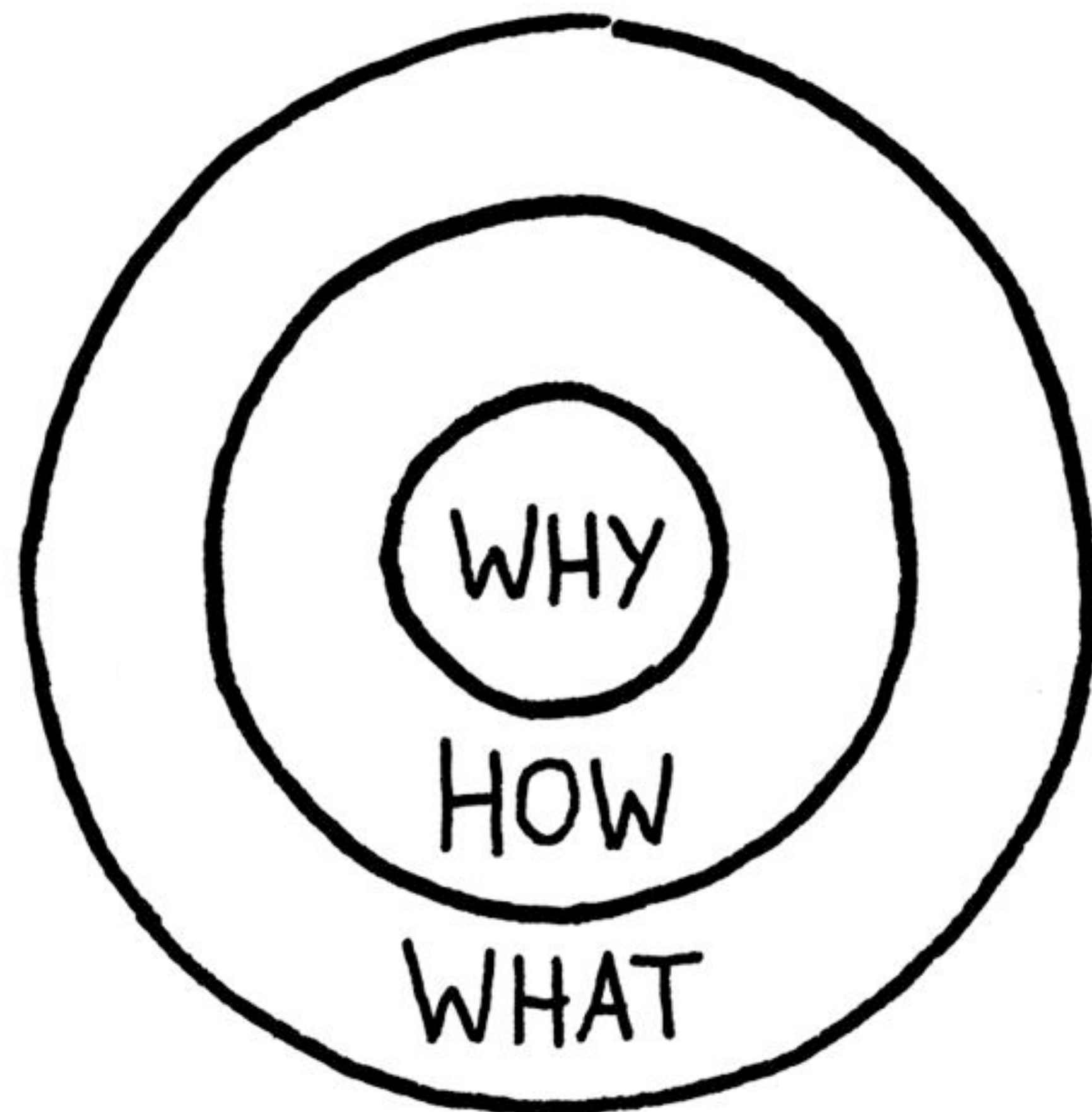


*Live and work with the people who will use your products.
Do their jobs, live in their homes. There is no substitute.*

THANK YOU

Tatyana Mamut, PhD
in/tmamut
www.tmamut.com

SRI NABC Approach



IMPORTANT
CUSTOMER **N**EEDS

APPROACH

BENEFITS

COMPETITION



THE THREE LENSES OF HUMAN-CENTERED DESIGN

Human-Centered Design (HCD) is a process and a set of techniques used to create new solutions for the world. Solutions include products, services, environments, organizations, and modes of interaction.

The reason this process is called "human-centered" is because it starts with the people we are designing for. The HCD process begins by examining the needs, dreams, and behaviors of the people we want to affect with our solutions. We seek to listen to and understand what they want. We call this the Desirability lens. We view the world through this lens throughout the design process.

Once we have identified a range of what is Desirable, we begin to view our solutions through the lenses of Feasibility and Viability. We carefully bring in these lenses during the later phases of the process.

