

Customer Quicksand.

Chief Customer Officer Toolkit:

Power Core

Customer Quicksand

Guerrilla Metrics

Tom Sawyer Formula

Do You Need a CCO?

Customer Quicksand

Our inability to connect the operations of the corporate machine is widening the chasm between us and our customers. As we try (or don't try) to figure out how to work together, the customers sink farther and further out of our sight. Down they sink, into the quicksand we've created.

The Customer Bermuda Triangle

- Customers are lost in the hand-offs between our departments. We lose sight of them when they fall in the cracks between the silos.
- Because we don't purposefully observe or measure how the customer traverses the jumbles of our organization, they sink deeper and deeper out of our view finder.
- And for the customer, we slip further and further away from any place they want to be associated with.
- We annoy customers in a seemingly orchestrated dim-witted chain of events as we make our attempts to "serve" them.

The grand result of all this clashing and clanging of silos coming together haphazardly is customer disbelief. "What are they thinking?" "Do they talk to each other?" and finally, "Why should I continue to take this?" The company may never know the impact of these decisions. But good customers will begin to sow the seeds of doubt as they feel that their value to the company has been downgraded. Our inability to work together has our customers voting with their feet. And they stay or leave depending on how well we're doing in ironing out our differences.

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There are Three Dimensions of Customer Quicksand Which Need to Be Connected

❑ **Motivation—the beacons people follow.**

- ❑ People follow the path laid out before them by leaders which that looks like as if it will bring them the greatest reward. They want to know what is of the greatest importance to the organization and want to be a part of it. These messages are usually sent loud and clear, with little need to read the tea leaves and interpret what side your bread is buttered on. And although it'd be nice to think that customer focus is swimming in that butter, it's usually not the motivating factor driving people to do their job.

❑ **Metrics—how success is defined.**

- ❑ Metrics cast the culture. The metrics that are called for the most by leaders send a clear direction of where people should focus their efforts. Very few organizations have clear customer metrics that elevate managing the customer to the same frenzied level as quarterly sales goals. Rarely are habit-forming customer-centric counts asked for. We simply don't keep track of customers or have metrics to demand performance improvement in this area.

❑ **Mechanics— the customer experience across the silos.**

- ❑ This is an indication of how well the corporate machine is oiled. It's about our ability for passing the customer along our organizations. Mechanics refer to the lack of process that exists which that creates the pain, and to the absolutely mind-numbing time we have in working together across the silos. Rarely can we connect the efforts to mean something to customers more than the sum of our parts. No matter how hard we try, we seem to lose the customer in the hand-offs.

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Want to Know More about Your Customer Quicksand?



Read *Chief Customer Officer*, or Contact us.

We offer consulting services to work with you to identify the level of your company's Customer Quick-sand. From there, we help you to create a reality-based plan for driving customer profitability based on what will actually work inside your organization. (Imagine that!)

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