

## Meyer's Management Models

# 51. Customer-Centricity Circle

*How can I put my customers at the center of my activity system?*

### Key Definitions

To create something of value, organizations carry out a variety of tasks, that together is called their *activity system*. All tasks that directly result in value in the eyes of the customer are the *primary activities*, while *support activities* are undertaken to provide the necessary resources to run the primary activity system (see model 50, the Activity System Dial).

Organizations are *customer-centric* when they place the *customer journey* at the center of all their activities and organize their primary activity system as a seamless flow following the steps taken by the customer.

### Conceptual Model

The *Customer-Centricity Circle* gives a generic picture of what a typical customer journey looks like and then shows how an organization's primary activity system should be wrapped around this customer journey, to accompany each customer in a seamless manner. The framework suggests that the customer experience should be actively managed throughout the full journey, using the many moments of interface to create customer value. The people and departments performing this flow of activities must therefore work closely together, instead of only focusing on their own task and leaving customers to wander between departments. In practice, each type of customer journey, and therefore each primary activity system, will be different.



### Key Elements

The five steps of every customer journey, and the linked types of activities, are the following:

1. **Explore: Get inspired.** At the start of a journey, customers are often still orienting themselves, looking to which needs should be addressed first and what types of value

propositions are available. They will also scan for potential suppliers. In this phase, an organization will want to understand the customer's needs and behaviors, while making themselves visible as potential supplier. At the same time, a competitive value proposition will need to be formulated and information about it made available to the customer.

2. **Examine: Go Shopping.** Once a customer has become more committed to the idea of purchasing a product or service, the serious shopping can begin. More specific information about various products and suppliers will be requested and evaluated. The organization can use this interaction to influence the customer's wishes and steer them towards a particular offering. In this part of the sales funnel there is often also a need to negotiate about the price and conditions.
3. **Exchange: Get it.** As soon as customers finish the decision-making process, they will want to purchase and receive the goods or services. For the organization this means that they need to be able to deliver, often requiring earlier capacity planning. Once the order is taken and processed, the previously produced goods can be handed over or delivered, or the product/service will still need to be created, which sometimes will happen immediately, but often requires some scheduling and provision at a later moment.
4. **Experience: Enjoy it.** Many products or services can be directly enjoyed by customers, but sometimes they need help to install, start-up and/or learn how to use their new purchase. During use they can also have questions and/or require support, while some problems might need to be resolved. For the organization this means after-sales support, which can range from helpdesk activities to on-going maintenance, repair and dealing with customer dissatisfaction for any variety of reasons.
5. **Extend: Repeat it.** Ideally, organizations would like to have repeat customers, or at least customers that promote them among other customers. So, when customers want to dispose of their old products and reflect on what they liked and what they would prefer to have differently, the organization needs to be present to help the customer to return the old product, look back fondly and even go around the circle again. Here customer surveys can feed into the next round of value proposition development.

## Key Insights

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- **Customer-centricity requires putting the customer journey at the center.** In a customer-centric organization, it is the customer's value perception throughout the customer journey that is at the center of attention.
- **Customer-centricity requires the primary activity system to follow seamlessly.** To optimize the customer experience, all of the primary activities need to be aligned with one another to create a seamless flow following the customer journey.
- **Customer-centricity requires a cross-functional approach.** If different primary activities are given to different functional departments, the seamless flow will be endangered. Therefore, in a customer-centric organization, cross-functional coordination of the primary activities, or even cross-functional teams, is a crucial feature of the organizational design.
- **Customer-centricity requires support activities to be supportive.** In turn, all support activities (e.g., HR, IT, Finance, Procurement, Facilities, R&D) need to be wrapped around the primary activity system, focused on how to enable the primary activity providers to follow the customer journey as effectively as possible.
- **The customer-centricity circle differs per business.** Which type of customer journey to support and how to develop a primary activity system are strategic choices. No two will be the same. The customer-centricity circle model is only generic and needs to be adapted.

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## **Meyer's Management Models**

### ***Insightful Tools to Kickstart Your Thinking***

#### **Publication Schedule**

<b><i>July 2019</i></b>	<b><i>Mind the Gap Model</i></b>	<b><i>Change Management</i></b>
<b><i>August 2019</i></b>	<b><i>Digital Platform Map</i></b>	<b><i>Digital Strategy</i></b>
<b><i>September 2019</i></b>	<b><i>Interaction Pressure Gauge</i></b>	<b><i>Interpersonal Interaction</i></b>
<b><i>October 2019</i></b>	<b><i>Revenue Model Framework</i></b>	<b><i>Revenue Model Typology</i></b>
<b><i>November 2019</i></b>	<b><i>House of Engagement</i></b>	<b><i>Organizational Engagement</i></b>
<b><i>December 2019</i></b>	<b><i>Confidence Quotient</i></b>	<b><i>Trust Building</i></b>
<b><i>January 2020</i></b>	<b><i>Competition Tornado</i></b>	<b><i>Competitive Strategy</i></b>
<b><i>February 2020</i></b>	<b><i>11C Synergy Model</i></b>	<b><i>Corporate Synergy Management</i></b>
<b><i>March 2020</i></b>	<b><i>Leadership Fairness Model</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>April 2020</i></b>	<b><i>Strategic Agility Model</i></b>	<b><i>Strategy Process Approach</i></b>
<b><i>May 2020</i></b>	<b><i>Control Panel</i></b>	<b><i>Corporate Control Dimensions</i></b>
<b><i>June 2020</i></b>	<b><i>Rising Star Framework</i></b>	<b><i>Talent Management</i></b>
<b><i>July 2020</i></b>	<b><i>Strategy Development Cycle</i></b>	<b><i>Strategy Process Steps</i></b>
<b><i>August 2020</i></b>	<b><i>7I Corporate Center Model</i></b>	<b><i>Corporate Organization</i></b>
<b><i>September 2020</i></b>	<b><i>Storytelling Scripts</i></b>	<b><i>Leadership Communication</i></b>
<b><i>October 2020</i></b>	<b><i>Strategic Bets Framework</i></b>	<b><i>Strategic Decision-Making</i></b>
<b><i>November 2020</i></b>	<b><i>Rebound Model of Resilience</i></b>	<b><i>Organizational Resilience</i></b>
<b><i>December 2020</i></b>	<b><i>4C Leadership Capabilities</i></b>	<b><i>Leadership Competences</i></b>
<b><i>January 2021</i></b>	<b><i>Digital Product Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>February 2021</i></b>	<b><i>Digital Distribution Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>March 2021</i></b>	<b><i>Empowerment Cycle</i></b>	<b><i>Employee Empowerment</i></b>
<b><i>April 2021</i></b>	<b><i>Innovation Box</i></b>	<b><i>Innovation Approaches</i></b>
<b><i>May 2021</i></b>	<b><i>Knowledge Sharing Bridges</i></b>	<b><i>Best Practice Sharing</i></b>
<b><i>June 2021</i></b>	<b><i>Followership Cycle</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>July 2021</i></b>	<b><i>Everest Model of Change</i></b>	<b><i>Change Management</i></b>
<b><i>August 2021</i></b>	<b><i>Fruits &amp; Nuts Matrix</i></b>	<b><i>Priority-Setting</i></b>
<b><i>September 2021</i></b>	<b><i>Powerhouse Framework</i></b>	<b><i>People &amp; Organization Strategy</i></b>
<b><i>October 2021</i></b>	<b><i>Strategy Hourglass</i></b>	<b><i>Strategy-Making Steps</i></b>
<b><i>November 2021</i></b>	<b><i>Disciplined Dialogue Model</i></b>	<b><i>Interpersonal Communication</i></b>
<b><i>December 2021</i></b>	<b><i>Team Building Cycle</i></b>	<b><i>Team Building Process</i></b>
<b><i>January 2022</i></b>	<b><i>Market System Map</i></b>	<b><i>External Analysis Framework</i></b>
<b><i>February 2022</i></b>	<b><i>Strategic Alignment Model</i></b>	<b><i>Business Level Strategy</i></b>
<b><i>March 2022</i></b>	<b><i>Creativity X-Factor</i></b>	<b><i>Creativity Enhancement</i></b>
<b><i>April 2022</i></b>	<b><i>Organizational System Map</i></b>	<b><i>Organizational Analysis</i></b>
<b><i>May 2022</i></b>	<b><i>Corporate Value Creation Model</i></b>	<b><i>Corporate Level Strategy</i></b>

<b>June 2022</b>	<b>Change Manager's Toolbox</b>	<b>Change Methodologies</b>
<b>July 2022</b>	<b>Sustainable You Model</b>	<b>Personal Sustainability</b>
<b>August 2022</b>	<b>Value Proposition Dial</b>	<b>Business Level Strategy</b>
<b>September 2022</b>	<b>The Tree of Power</b>	<b>Organizational Power</b>
<b>October 2022</b>	<b>Psychological Safety Compass</b>	<b>Team Dynamics</b>
<b>November 2022</b>	<b>Strategic Action Modes</b>	<b>Strategy Process</b>
<b>December 2022</b>	<b>Corporate Management Styles</b>	<b>HQ Management</b>
<b>January 2023</b>	<b>Thinking Directions Framework</b>	<b>Reasoning Skills</b>
<b>February 2023</b>	<b>5I Innovation Pipeline</b>	<b>Innovation Process</b>
<b>March 2023</b>	<b>Resistance to Change Typology</b>	<b>Change Management</b>
<b>April 2023</b>	<b>Ambition Radar Screen</b>	<b>Motivation Analysis</b>
<b>May 2023</b>	<b>Corporate Strategy Framework</b>	<b>Corporate Strategy</b>
<b>June 2023</b>	<b>Cultural Fabric Model</b>	<b>Organizational Culture</b>
<b>July 2023</b>	<b>New Pyramid Principle</b>	<b>Presentation Approaches</b>
<b>August 2023</b>	<b>Activity System Dial</b>	<b>Value Creation Analysis</b>
<b>September 2023</b>	<b>Customer-Centricity Circle</b>	<b>Organizational Design</b>
October 2023	Status Snakes & Ladders	Leadership Branding
November 2023	Dynamic Business Paradigm	Competitive Advantage
December 2023	Dynamic Organization Paradigm	Human-centered Organization
January 2024	Duty of Care Feedback Criteria	Feedback Method
February 2024	Stakeholder Heat Map	Stakeholder Management
March 2024	Best Practice Sharing Framework	Sharing Methods
April 2024	New Learning Curve	Personal Learning
May 2024	Partnership Distance Model	Interorganizational Relations
June 2024	Embedded Identity Model	Personal Awareness
July 2024	Interpersonal Interaction Levels	Communication Approaches
August 2024	BOLD Vision Framework	Organizational Vision
September 2024	Meaningful Mission Framework	Organizational Mission