The Customer's Agenda
("Why should I care about Niagara?")

or

Trains, Planes……..

and Toilet Cleaners

Hamish Taylor

Hamish Taylor

Technical Excellence

Price Waterhouse

BRITISH AIRWAYS

eurostar

Sainsbury's Bank

Customer Collaboration
"Pull vs Push"

HSBC · McDonald's
CLIFFORD CHANCE · LONDON 2012
ebay · Microsoft

UNIVERSITY OF OXFORD · Wharton UNIVERSITY of PENNSYLVANIA

O2 · EY Building a better working world
DIAGEO · Google
L'ORÉAL PROFESSIONNEL · Pfizer

Customer-Led Transformation

TRIDIUM

Hamish Taylor

"If you want a breakthrough…..

look outside your current environment"

Hamish Taylor

"If you want a breakthrough…..

look outside your current environment"

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Hamish Taylor

"If you want a breakthrough…..
look outside your current environment"

Hamish Taylor

Customer-Led Transformation
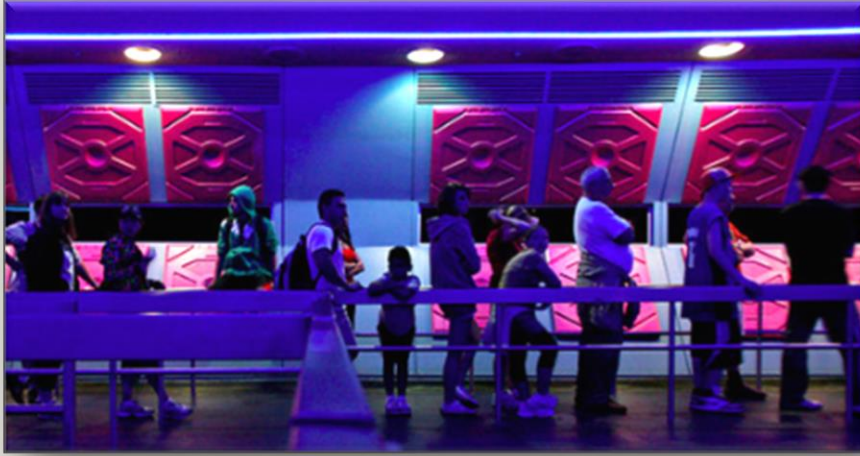
It's <u>NOT</u> about you!!
…we are all enablers for someone else's success

Put the Customer at the centre of EVERYTHING!

Insight   Offering

CUSTOMER
PROMISE

"Value Proposition"

Customer-Led Transformation

It's <u>NOT</u> about product!!

The new battleground!
(Where others can't compete)

Feelings

Innovation
and
Competitive
Advantage

Experience

Product

Customer Centricity

Customer-Led Transformation

It IS about Everyone!

Customers?

"External"

Consumers
Businesses
Regulator
Government
Environment
etc

"Internal"

Boss
Team
Other Departments
Front Line

"Taking others with you"

Tridium ➡ Reseller ➡ Building manager ➡ User

…we are all part of providing the same "end consumer" goal

"Value Proposition" Challenge
and
Leadership and Collaboration Challenge

Hamish Taylor

Customer-Led Transformation

2. Create a Common *Customer Value* Platform for EVERYTHING you do

1. Immerse yourself in your "customer" world

CUSTOMER PROMISE

3. Bring fresh thinking and an open mind

4. Win the engagement battle!

Part 1
Creating the platform

Part 2
Making it Happen

TRIDIUM

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Hamish Taylor
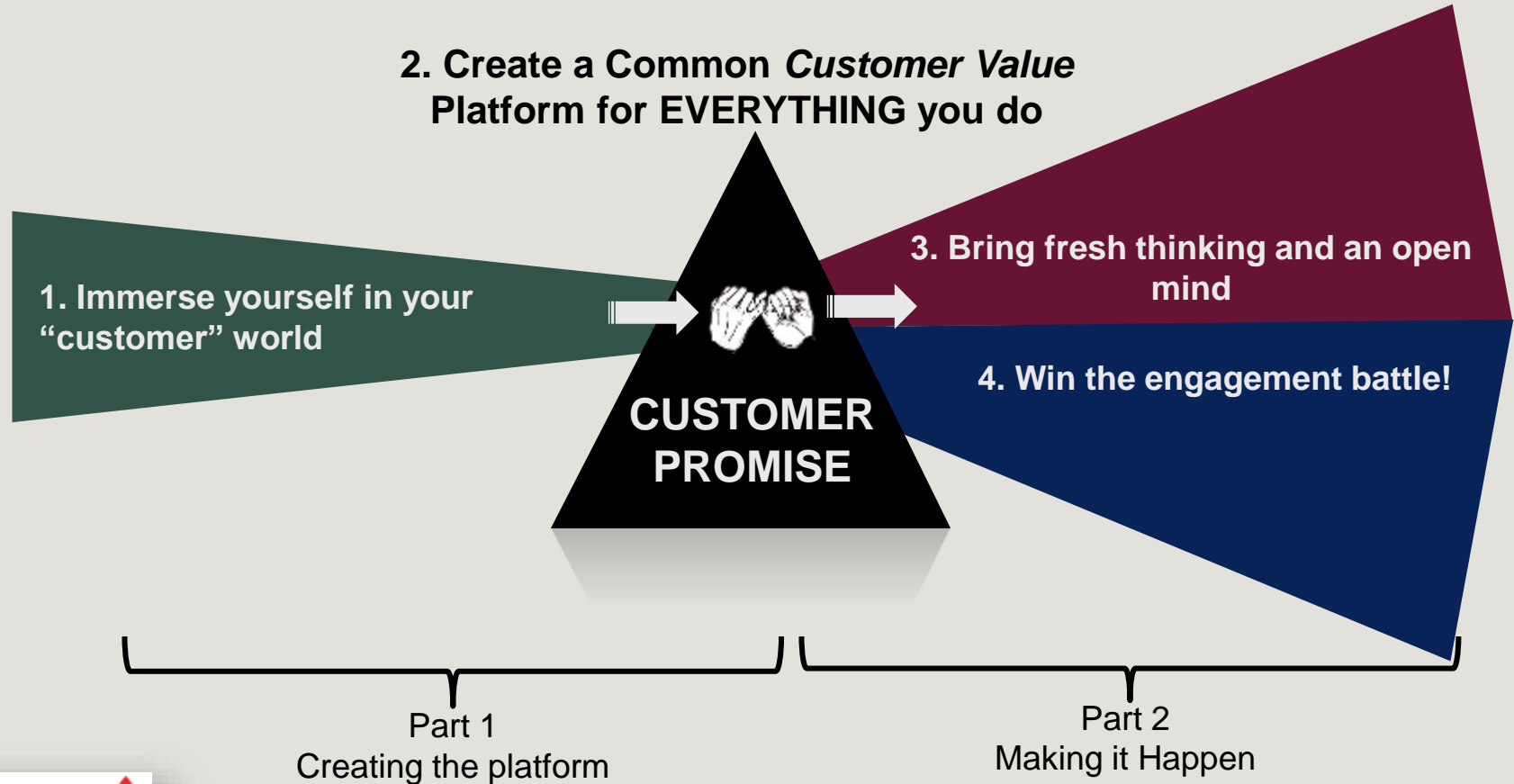
Customer-led Transformation adoption

Key Accounts

New Products

Personal Development

Value Propositions

Collaboration

Customer Service
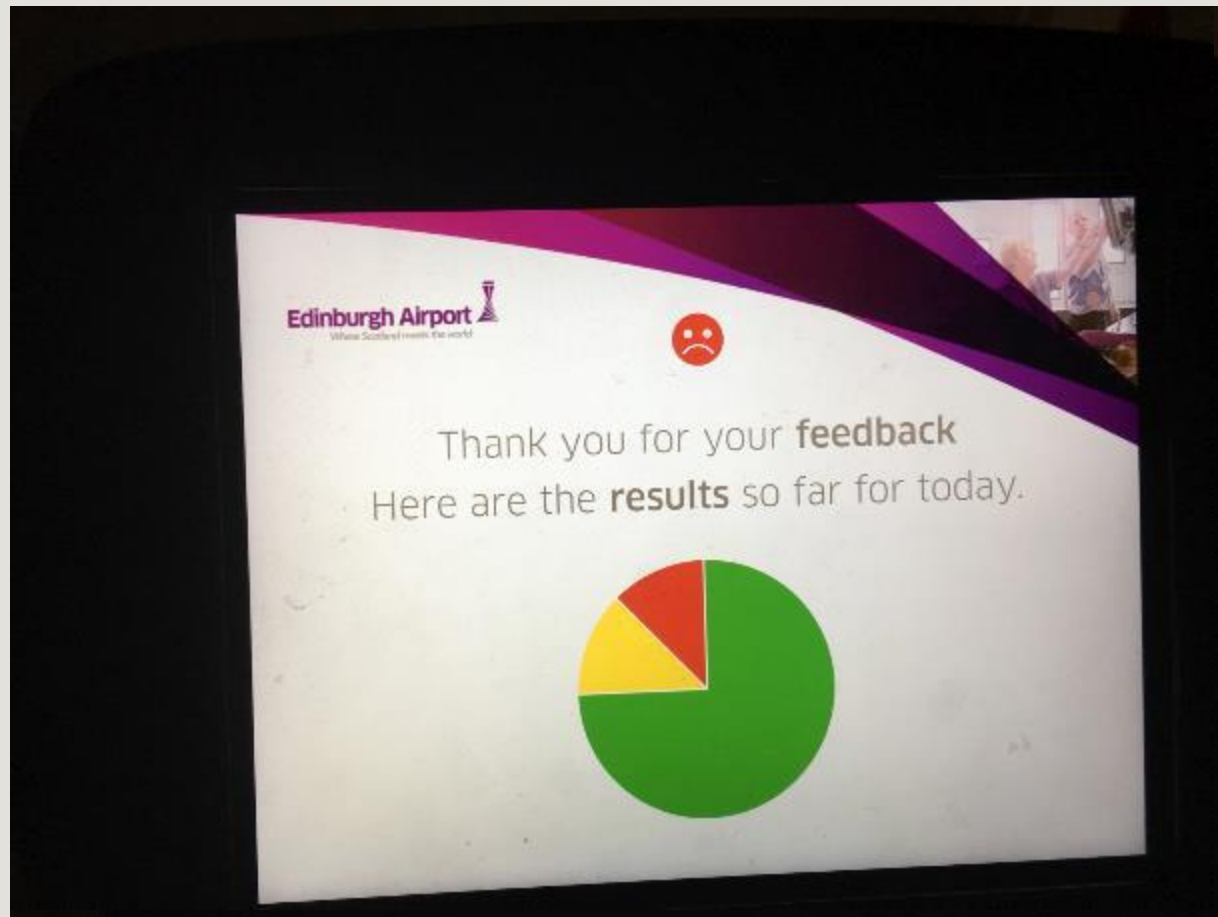
Innovation

Hamish Taylor

Customer-Led Transformation

1. Immerse yourself in your "customer" world

CUSTOMER PROMISE

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Data is NOT insight

Customer's Head

Customer Data?

Customer's Shoes?

Customer Mental journey

Soft Insights
"Feelings"
"Stories"
"Language"

Customer's Physical journey

TRIDIUM

Hamish Taylor
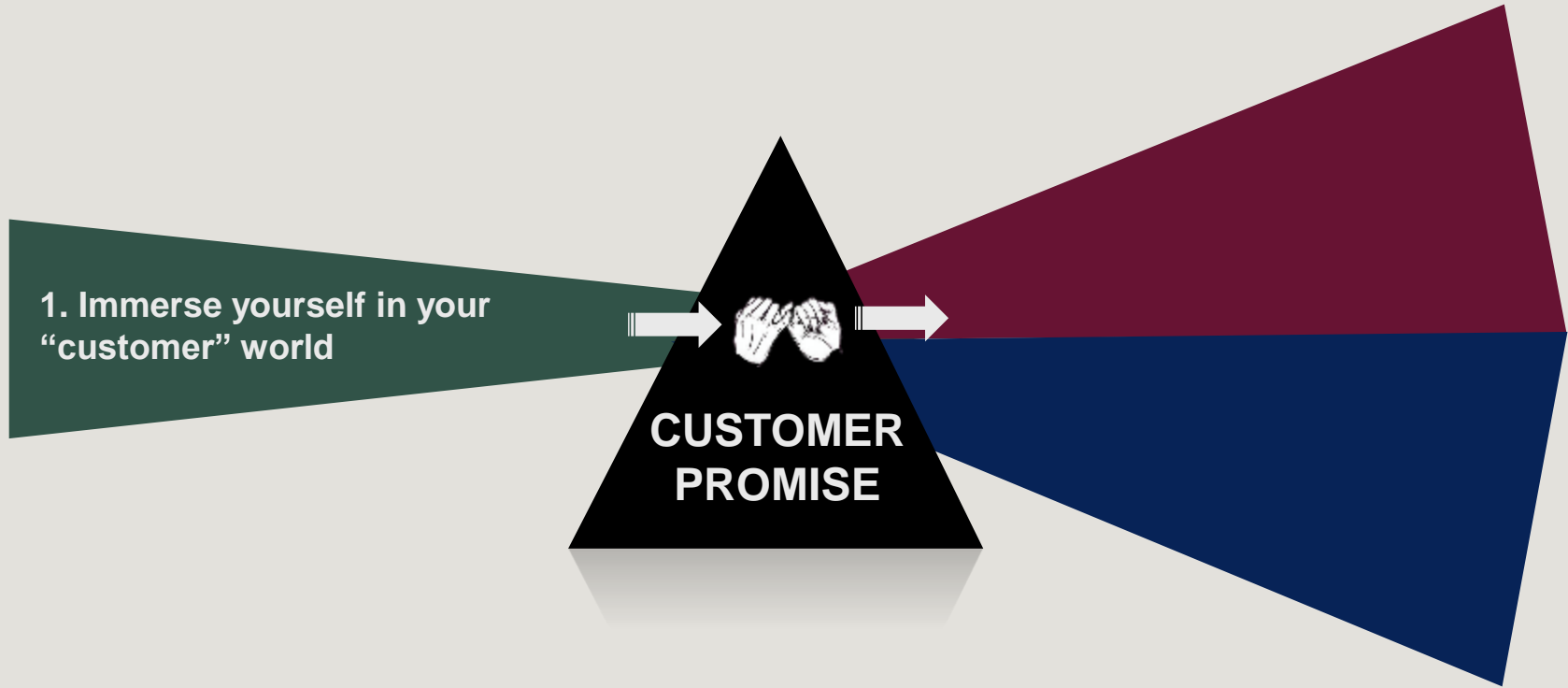
**ABC1 Social Groups
Finance Product needs**

Soft Insight = "Mood"

Soft Insight = "Mood"

TRIDIUM

Hamish Taylor
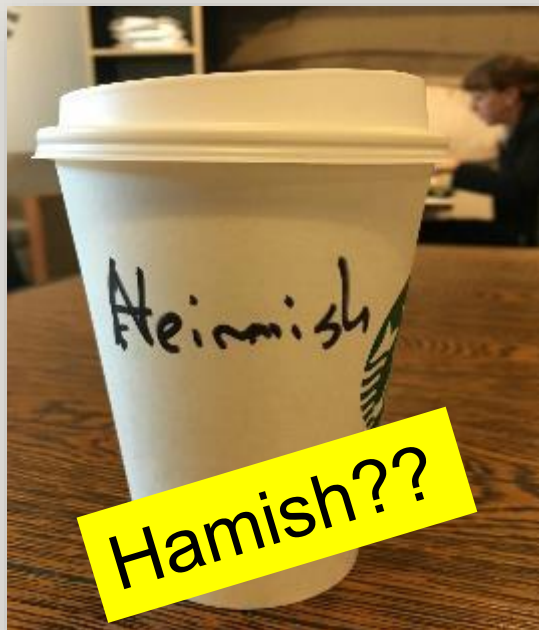
Understanding Expectations?
eg Personalisation

Hamish Taylor

Too Difficult?

"BOB"

TRIDIUM
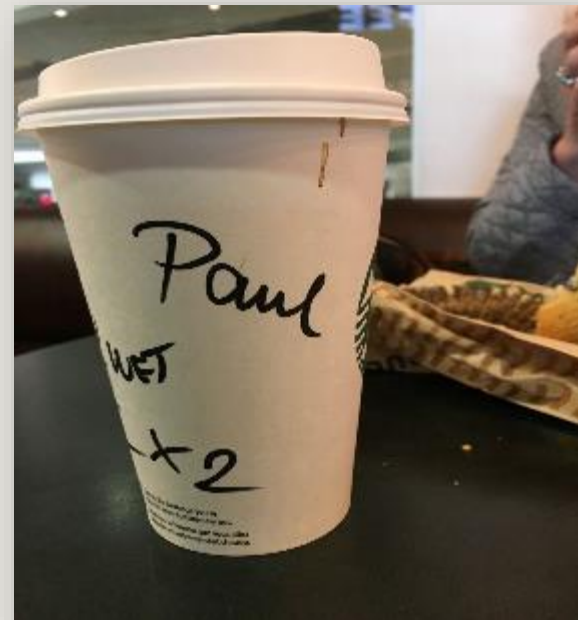
Economic issues
£206m loss

Operational Issues
Service is good

The Customer's Customer?

Leisure Revenue

The Person?

Brand Management

TRIDIUM

Hamish Taylor

The (Business) Goals

The Customer's Customer

The Specific Task

1. Be closer to the customer than anyone else

CUSTOMER PROMISE

The People

Customer-Led Transformation

– "Soft"/Small insights
– Customer's customer
– The person
– Understand Expectations

1. Immerse yourself in your "customer" world

CUSTOMER PROMISE

How do we get these insights?

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Preconceptions are the enemy of Insight!

"*We are a __not__ railway company*"

Blank Sheet of Paper?

…. and blank mind!

TRIDIUM

"Customer Gap"

Seniority: Director, Manager, "Front Line"

Decision "influence"
Customer "closeness"

Customer "closeness"

Decision "influence"

Sharing is key!!

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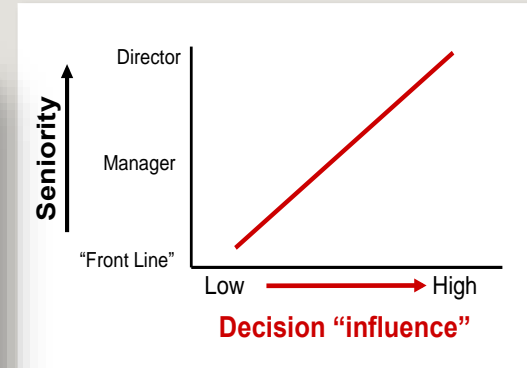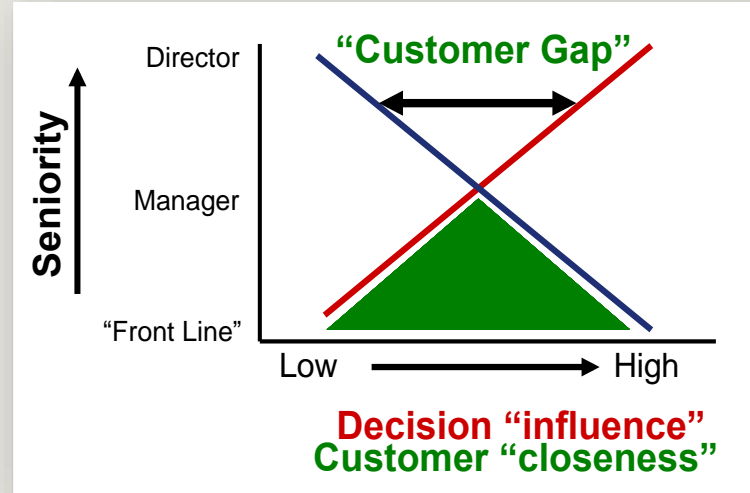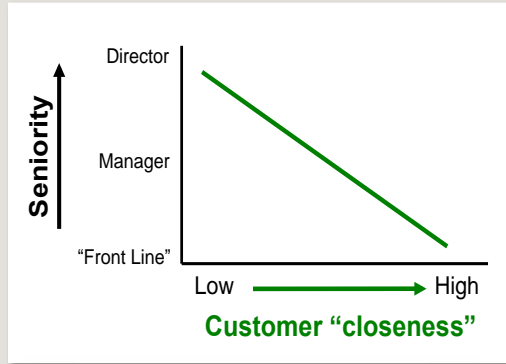
We need "Real Time Insight"

Recruitment!

Customer-Led Transformation

What?
- – "Soft"/Small insights
- – Customer's customer
- – The person
- – Understand Expectations

1. Immerse yourself in your "customer" world

CUSTOMER PROMISE

How?
- – Ability to share
- – Blank sheet

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Summarising Insights

The new battleground!
(Where others can't compete)

"Feelings"
Personal/People Challenges

"Experience"
(Process Challenges)

"Product"
Business Challenges

Innovation and Competitive Advantage

Customer Centricity

TRIDIUM

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The Customer's Agenda– CEO (Bank)

Strategy Content
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

Technology
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx

Strategy Articulation
- Xxxxxxxxxxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxx

Personal priorities
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx

Priority Businesses
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxxxx xxx

Business Simplification
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

"Feelings" Personal/People Challenges

Personal Style
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx

Culture Inertia
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

Performance
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

"Experience" (Process Challenges)

Regulator
- Xxxxxxxxxxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxx

Customer Insight
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx

Talent Gap
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx
- Xxxxxxxxxxxxx xxxxx xxxxx

"Product" Business Challenges

Vision
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

Customer Capability
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx
- Xxxxxxxxxxxxx xxxxx xxxxx xxxxx xxx

Innovation and Competitive Advantage

Customer Centricity

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Customer-Led Transformation

**2. Create a Common *Customer Value*
Platform for EVERYTHING you do**

**CUSTOMER
PROMISE**

Hamish Taylor

NOT A VOLVO.

VOLVO SAFETY ADVISORY: EARTHQUAKE PREPAREDNESS TIPS

EMERGENCY NUMBERS

VOLVO

VOLVO'S SAFETY STORY.
Hear first-hand accounts of how Volvo's safety works.

VOLVO SAVED MY LIFE...

Hamish Taylor

BA Club World

BRITISH AIRWAYS **Club World**

•**Activity Focus**

Employees

•**Ideas**

- •**Benefit:** Arrive Ready for Business
- •**Reason Why:** More sleep
  - Less Hassle
  - Refreshment

"Ruthless Simplicity!"

•**Customer listens**

Customer

•**Innovation**

Hamish Taylor

What is your business?

Business Class Airline	**or**	**Arrive Ready for Business**
Railway ticket	**or**	**Paris!**
Data	**or**	**Decision making**
Qualifications	**or**	**Unlocking potential**
SME Banking	**or**	**Ambition**

niagara⁴ ?

TRIDIUM

Niagara provides the **critical, cyber-secure device connectivity and data normalization capabilities needed to acquire and unlock operational data from device-level and equipment-level silos.** The control engine at the core of Niagara enables users to not just monitor data flows, but to create logic sequences that effect controls programming based on... integrators use the dat... presentation applicati... histories, schedules and alarms. They can create custom user interfaces for end users with the tools built into Niagara, or purchase graphical UI templates and components from the many Niagara partners... specialize in graphics and dashboarding.

Niagara Framework® is **a comprehensive so... infrastructure that addresses the challen... creating device-to-enterprise application...** as a central console for connecting real-time ope... data to the people and systems that manage wor... smart buildings, data centers, industrial processes, smart cities and other aspects of business enterprises.

niagara4

What Business are you in?

"….. reduced defects and re-work by 23% and scrap by 21%"

"Fewer instances of litigation and brand damage"

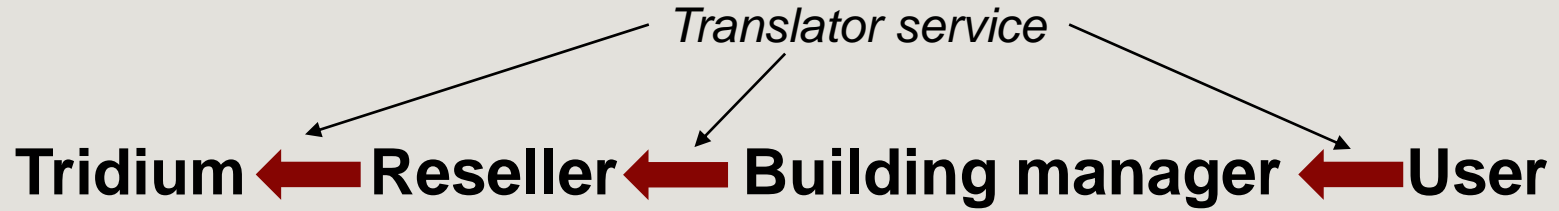"….heat supply savings with zero risk of heat-related poisoning, gas leak... ...oise"

"…reduced efficiency reduced energy consumption and ...nance costs"

...nservation: Savings of millions of gallons"

...ricity consumers are realizing price savings"

"Chiller system efficiency boosted by up to 35%."

"Lifespan of capital assets extended"

LOGO
Company Name
Your Name
XXXXXXXXX Manager
Address Line 1
Address Line 2
City Postcode

TRIDIUM

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Translator service

Tridium ← **Reseller** ← **Building manager** ← **User**

"An engine of Enablement"

Hamish Taylor

Life enhancing for All

We will ensure that Opera bed buyers of all ages have total confidence that they have made the best decision to
Enhance their Life
….whatever their stage of life, comfort or mobility requirements

They will believe this when they see that only Opera gives them

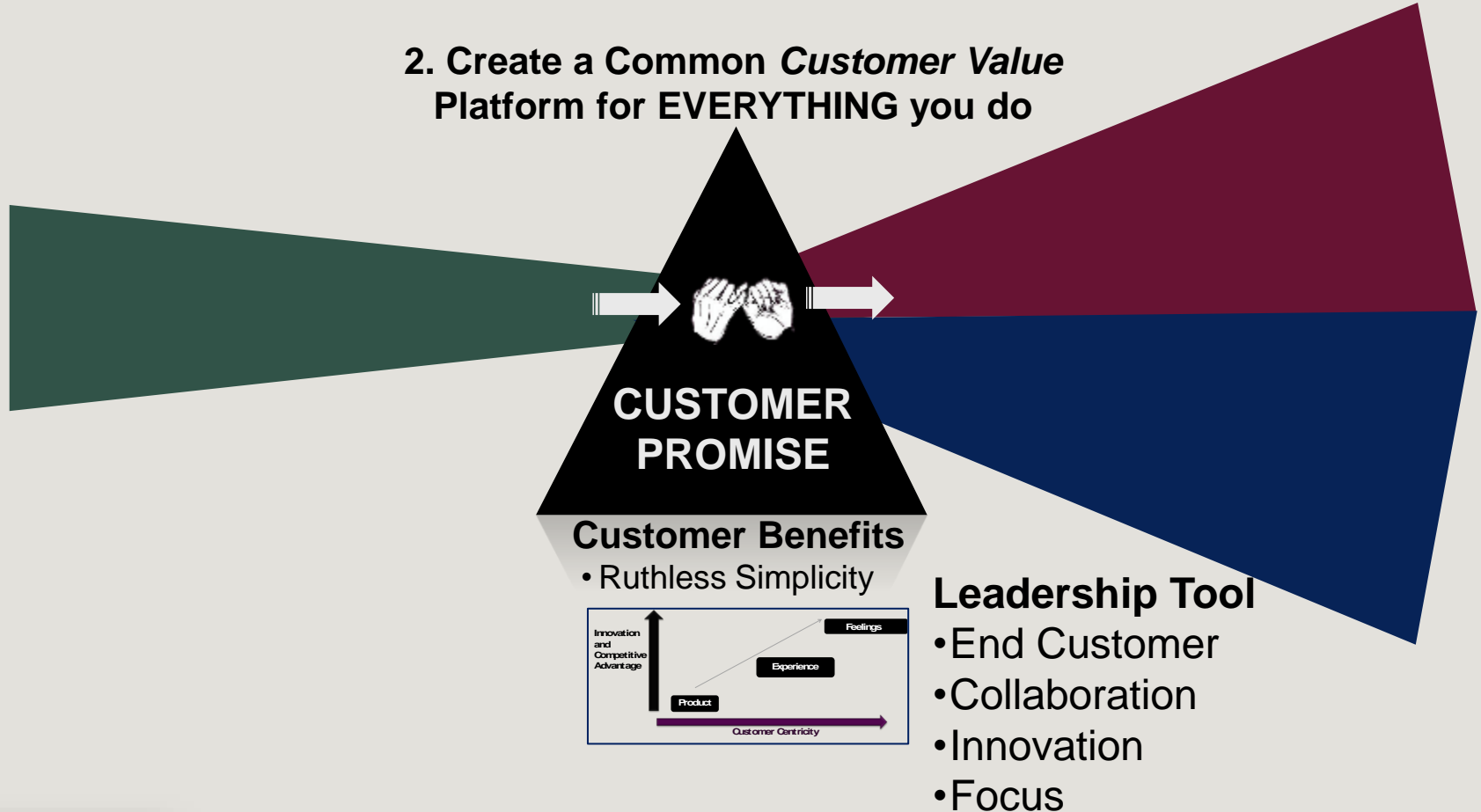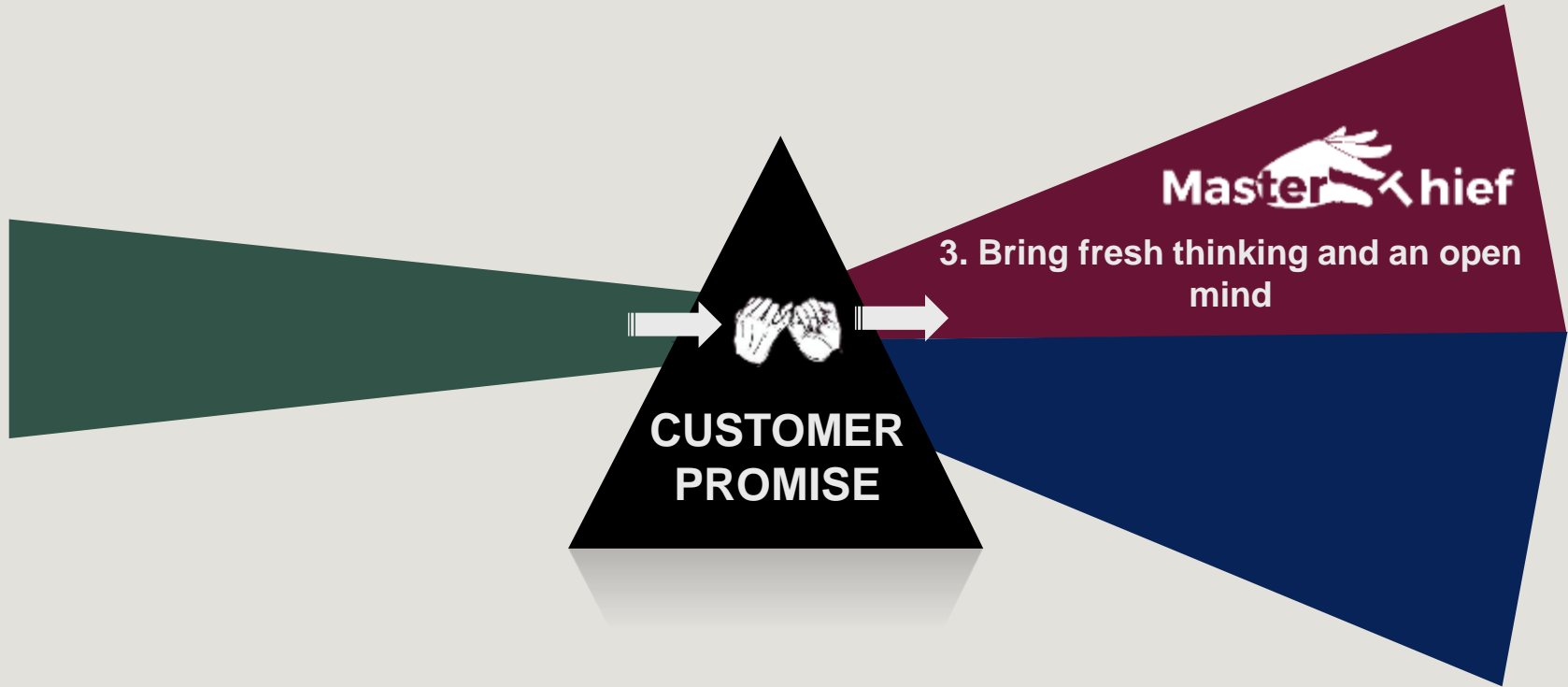| The best Comfort solution - **Tailored to their needs**	The best Comfort solution to **enhance their environment**	**Speed of response** that reflects urgency of their Comfort needs	Total Comfort that they have made the **right decision**
*Our customers comfort needs range from solving **major mobility issues** and independent living to relief from **sleep preventing factors** such as pregnancy, reflux and even snoring.* *They want to find a solution that is specific to their individual, **"unique" requirements.***	*For our customers, an Opera solution is part of a wider home or care environment. Finding a long term solution that will fit with (or even enhance) this environment is a critical decision factor. For some this may be about **look and feel**, for others (such as carers) **ease of use** factors will play a role.*	*For our customers, lack of sleep or mobility is **an issue today**. They want a solution as quickly as possible. We must reflect this **sense of urgency** in all we do from initial response to delivery and installation*	*For our customers, an Opera solution is an investment (and often a long term one). They need to be confident that they are making the right decision. Confidence in **advice**, confidence in **delivery** confidence in **our people** and the confidence shown by **others** are all important factors.*

The implications for Opera are that **we need to be outstanding at….**

- Ensuring customers feel **better listened to and understood** than with our competitors
- Providing a **wider range of functionalities** to suit varying needs than our competitors

- Providing the **best range of aesthetic** design options with **highest quality** finish to enhance home environments
- Design options targeted at carers and care homes that make our products **easier to use** than competitors

- Providing the **best response times** in the industry
- Communicating a **sense of urgency** at all stages of the process

- Developing the **best reputation** for expertise, support and reliability in the marketplace
- Employing the **best "customer focused" people** in the industry

TRIDIUM

Hamish Taylor

2. Create a Common *Customer Value* Platform for EVERYTHING you do

CUSTOMER PROMISE

Customer Benefits
• Ruthless Simplicity

Leadership Tool
• End Customer
• Collaboration
• Innovation
• Focus

Innovation and Competitive Advantage

Feelings

Experience

Product

Customer Centricity

TRIDIUM

Hamish Taylor

Customer-Led Transformation

CUSTOMER PROMISE

Master Chief

3. Bring fresh thinking and an open mind

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Education
Psychology

TEACHING

School
Teacher

Sports
Coach

Magic

ARTS

Movies

Fire
Service

Army

SERVICES

Coast
Guard

Take people outside!

Bullying

Physio

Referee

ATC

RELATIONSHIPS

Dating

SPORT

Cabin
Crew

INDUSTRY

Marriage
Guidance

Sports
Team

Pilot

45

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Collaboration

Hamish Taylor

Customer-Led Transformation

CUSTOMER PROMISE

4. Win the engagement battle!

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Own the Message!
(even if it's generic)

P&G

52%

"Kills ALL known germs … Dead!"

Hamish Taylor

Keep it Simple!

Remember **FACTS** for a safer Scotland

Face coverings · **Avoid crowded places** · **Clean your hands regularly** · **Two metre distance** · **Self-isolate and book a test if you have symptoms**

HANDS **FACE** **SPACE**

Hamish Taylor

Positive Language

Hamish Taylor

Tone of Voice

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Hamish Taylor

The Importance of AMBITION!

Slingshot **Mindset**

Better
Best
First
Only
Key to

"Get rid of check-in!"

1. *I want to resolve this problem*

    or

2. ***I want to delight this customer?***

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TRIDIUM

Solution + Ownership + Make it easy

Hamish Taylor

What?

– "Soft"/Small insights
– Customer's customer
– The person
– Understand Expectations

2. Create a Common *Customer Value* Platform for EVERYTHING you do

1. Be closer to the customer than anyone else
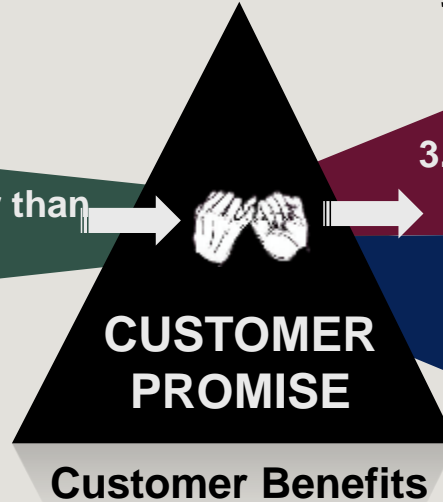
3. Bring fresh thinking and an open mind

4. Win the engagement battle!

- Communication
- Ambition
- Make it Easy

– Ability to share
– Blank sheet

How?

CUSTOMER PROMISE

Customer Benefits

- Ruthless Simplicity

Master Chief

TRIDIUM

Hamish Taylor