



# Case Study: Global Manufacturer's Strategic Pivot

Company Shifts From Product-Focus to Customer-Centric Strategy to Remain Competitive

## THE SITUATION

A global manufacturer of heavy-engineered equipment had long relied on the superiority of its products and strategic acquisitions to drive growth. Faced with increased competition from other global manufacturers, a growing number of smaller regional players, and a trend toward product commoditization, the company needed to pivot quickly toward a customer-centric strategy. It engaged Peter and his team to accelerate their strategy development and implementation.

## OUR APPROACH

The team's approach focused on its four-part "K.L.D.M." planning process.

**K**now the Customer. The client improved its knowledge of customers through customer segmentation analysis and voice-of-customer research.

**L**everage Customer Knowledge to Deliver Solutions to Customer Challenges. The team internally publicized the client's developing Integrated Solutions capability and highlighted success stories.

**D**rive the Culture. The team developed and delivered interactive internal training, consistent internal communications, and an internal rewards system. The moves connected each employee's day-to-day activities to tangible customer outcomes and celebrated employees who demonstrated exceptional customer focus.

**M**easure Success. New KPIs were implemented for existing management processes that tied the client's success to that of their customers.

## THE RESULTS

The team's tailored analysis, recommendations, and execution enabled the manufacturer to eliminate unprofitable business and reorient resource allocation toward delighting their most important customers.

The consulting team:

- Identified core customer segments and worked with the client to convert insights to action by adjusting core business processes.
- Drove a consistent drumbeat of communications and training across the organization, reinforcing the core principles of customer centricity.
- Helped leadership revise existing management processes to ensure that customer success was the highest measure of the client's performance.
- Increased Net Promoter Score (NPS) from 19 to 45.
- Realized a 21% increase in orders.

## FEATURED CONSULTANT



Peter Grimm  
Managing Director