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How to drive change in the name of your customer



The world is moving faster and faster, and keeping up with the customer's expectations is hard work. The only thing you can be really certain of is that changes will happen. But your attitude to change makes all the difference. These are uncertain times, and if you let change happen to you, you will get stuck in reactive mode. If all you are doing is managing your status quo, you are running fast, just to stand still!

Digital leaders have realised that the key to success is to stay on top of the change. They want to be the ones making the changes happen, instead of letting change happen to them. This is how they forge a new path forward - despite the complex environment of their enterprises and the uncertainty of these post-pandemic times.

Webtown has delivered 200 digital projects for enterprises across Europe, and we met lots of innovative digital leaders on our journey. Working with them we learned how to use customer centricity as a tool to make changes happen in the enterprise. Here is their 6-step framework for how to drive change in the name of the customer.

From decision to production in only 2 weeks

"MSCI has to move fast to maintain our edge on offering investment research to the global finance community. As a big global company that's intensely regulated we had to be intentional about speed. Our culture of customer centricity, a clearly articulated strategy and software with self-service capability allowed our teams to move fast at scale. We are now able to decide on a Monday that we want to change something, and see it in production 2 weeks later."



Zoltán Szőke
Vice President of Business Technology at MSCI



The next generation of digital leaders are customer champions

We have noticed a new generation of leaders in the enterprise who have risen up to become champions of the customer. Their voices are getting louder, and they are getting attention. These digital natives are used to online experiences that are fast and easy to use, and won't offer anything less to their customers.

They are winning the hearts and minds of their teams by elevating IT to be about the customer, and making their decisions based on data. This approach allows them to build bridges between IT and marketing while constantly improving the experiences of their customers.

Webtown has delivered 200+ digital projects for enterprises across Europe, and we met lots of innovative digital leaders on our journey. Working with them we learned how to use customer centricity as a tool to make changes happen in the enterprise. In this paper we share our insights about driving change in the name of the customer.





6 ways to drive change in the name of the customer.

1. Identify why you're stuck

Some big companies have found the secret to moving fast, and can innovate faster than the best startups. But most enterprises are held back by their size.

Why big companies move slowly

- With scale comes specialisation, forcing many individuals to be involved in making decisions and delivering projects. It can be hard to avoid corporate politics when people from different departments work together.
- Scale also brings complexity - there are many moving parts, many dependencies and many people involved. It's hard to make changes happen without disruption, and disruptions can cause devastating financial consequences.
- This complexity across the business comes with an equally complex IT landscape. This often leaves legacy systems that are hard to work with and expensive to maintain.

Drive the change:

Identify which of these factors are holding you back, and use the information to create an approach for delivering digital initiatives. This will unlock your ability to move fast at scale.





2. Develop a shared future vision

Effective leaders will motivate their teams and unite their stakeholders with a compelling vision of the future. A compelling vision is incredibly powerful in digital transformation because of the uncertain conditions of technology projects, complex environment of the enterprise and disparity of stakeholder motivations. Developing a vision involves imagining the end state, rather than considering the detailed steps of how to get there.

Engaging internal stakeholders in defining the vision will make them feel included, and change them from passive bystanders to supporters of your projects. Articulating a compelling vision unites your stakeholders so they can all share a common goal, and makes it easier to recruit stakeholders to your cause.

Driving the change

- Talk to the experts, both in your field and within your organisation, to get a comprehensive understanding of what's happening in the market, what your project is trying to achieve, and how this will impact the organisation in a positive way.
- Collect the phrases and anecdotes that people use to describe it, create stories and concepts that you can tell. When talking to stakeholders, experiment to see what messages resonate and get people excited.
- Once you identify a message that resonates, reduce it to a snappy title, and a short summary based on the positive impact on the organisation.



3. Recruit your customer champions to build collaboration bridges

Customer centricity resonates deeply with people, as it injects meaning into their work. Everyone wants to make a difference, and for their work to be impactful

The customer represents a powerful aligning force for the team. Many will agree that making the customer journeys easier is a great way to make the company more successful. This allows you to build bridges between the various departments in the organisation. These bridges reduce the politics involved and make it easier for people in various parts of the organisation to collaborate..

Driving the change

- Create a compelling statement about customer centricity, and how it should be a driving force of the company.
- Seek out people across the organisation that are passionate about improving the customer experience, and recruit a wide network across the organisation to your cause.
- Engage the senior management team, using the customer perspective to elevate the conversation to the strategic level
- Leverage these powerful allies to influence the organisation where you need to persuade people to support you, get decisions made faster, or where the formal process falls short.





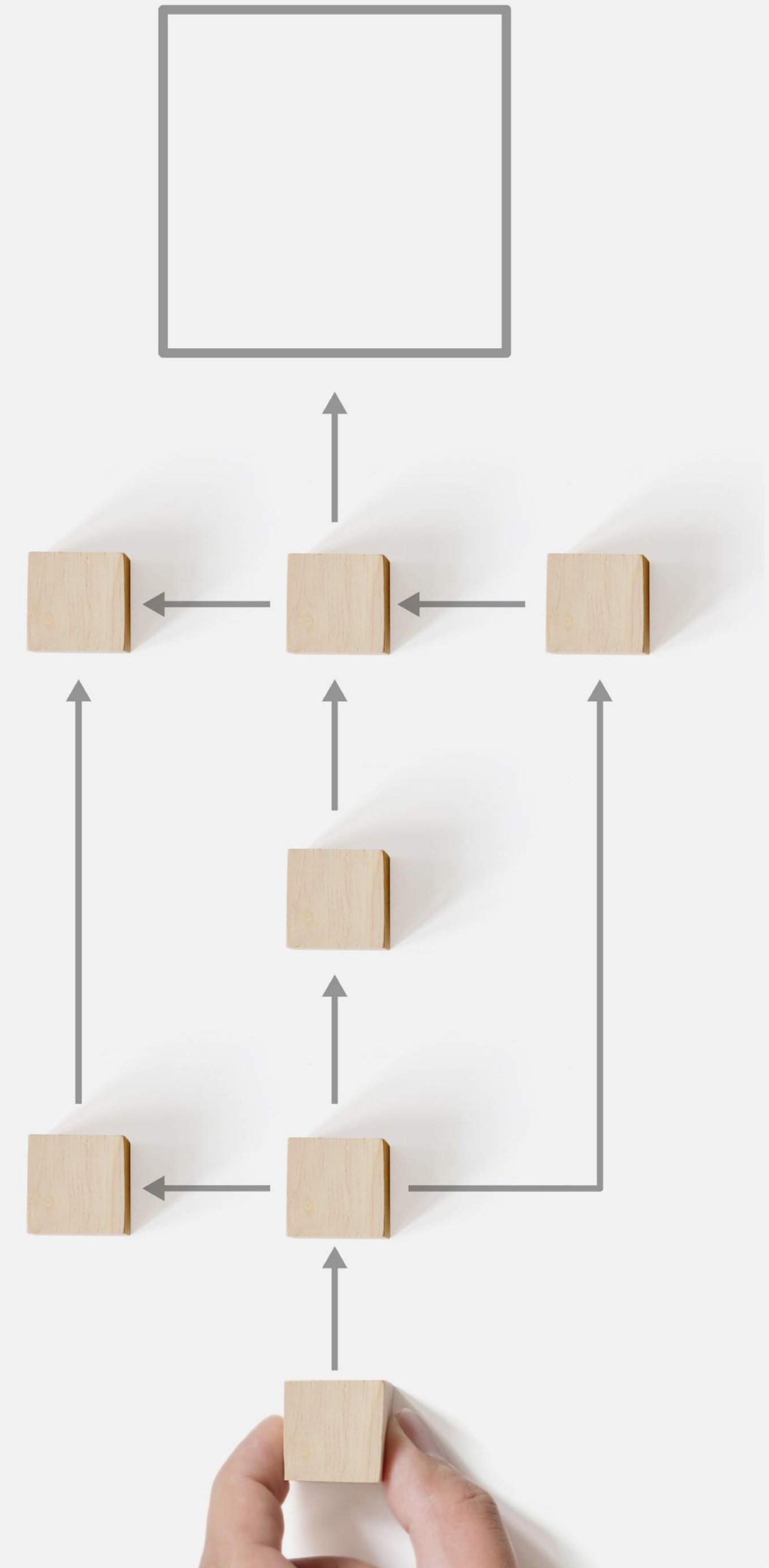
4. Empower business teams with self-service capabilities

The latest generation of technology allows business users to take control of their customer-facing journeys without taking up valuable IT resources.

This allows you to maintain the momentum after the project is finished. It allows you to embed customer centricity and the ability to move fast at scale as a permanent capability of your organisation.

Driving the change

- Lean on new technology, leveraging the cloud and best-of-breed software to take advantage of the rapid innovation in the market
- Implement enterprise-ready ways of working, so your changes can happen predictably and safely without causing disruption in the business.
- Use digital experience platforms and train your business teams to iterate on their part of the customer journey





5. Maintain momentum with transparency and decisive action

Because inertia is so common in the enterprise, people pay attention when you're able to make things happen.

Data-driven teams who embrace transparency will move faster because it's easier for them to make decisions, and they can avoid corporate politics when making decisions. Coupled with strong infrastructure and the right ways of working, these strategies allow talented and passionate teams to unblock their projects and deliver more value earlier.

Driving the change

- Develop a data-first mentality by collecting data to support major decisions, supported by your analytics platform
- Embrace transparency to improve performance and accountability of your team, talented people who trust each other will be highly motivated and deliver great work
- Use online collaboration tools to operate in an agile way, empowering your team to get started quickly and to figure out the details as they go.
- Implement strong project governance to rally stakeholders to get decisions made, showcase progress to the business and actively manage risk



6. Celebrate with your team

When your team is winning, everyone wants to join you. But digital projects are unpredictable. Take care of your team when you can, and they will take care of you when you need them the most.

Creating great visibility of your projects is both good for your team and for your own career. And importantly, it will enable customer centricity to flourish in the organisation.

Driving the change

- Energise your team by rewarding good behaviour, celebrating project milestones and building up the personal relationships within the team.
- Support your team by giving praise in public and criticism in private. High-performing teams are built on a shared culture of trust, understanding and loyalty.
- Embrace variable intensity within your team. Make sure the team rests up and stays on top of their game between intense projects. This enables retention and sustained performance over time.
- Demonstrate progress by creating automated reports. Make the reports look great, and distribute them automatically to your extended stakeholders. Showing improvement in numbers is a sure sign of momentum, and will keep your extended stakeholders supporting your cause.





Moving quickly to work for the customer

“Even the most ambitious projects can be delivered when you gather the right people, and when people rally behind the customer to drive it forward. It’s all about the team pulling together. They now have the power to keep updating the experience themselves, without having to call in engineers. We managed to figure things out on the way, and that’s why it was a success – a 30% higher conversion rate.”

Paul Flynn

Head of Digital Channels at KBC



If you do not lead the change, the changes will lead you.

Use this framework to drive changes in your business by identifying why you are stuck and not moving as fast as you'd like. Develop your compelling vision around customer centricity, and use it to rally your stakeholders to your cause.

Empower business teams with self-service capabilities, so teams can take control and change the customer journey themselves. This frees up the technical teams from the burden of technical debt, so they can prioritise customer value. It lets them deliver the end-to-end experience that their customers expect.

But more importantly, this customer focus allows them to elevate the conversation to the strategic level and into the boardroom. This creates the conditions that allow for more ambitious initiatives, new ways of working with technology. This makes it possible for an improved digital experience to happen for your customers.

About Webtown

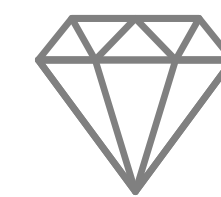
Webtown is a customer-centric software development company. We partner with enterprises and government entities to deliver interactive websites, self-service portals and b2b commerce solutions.



15+
years of experience



200+
successful enterprise projects



60+
experts on board





Liferay is a Digital Experience Platform, which allows you to take control and create your customer experiences yourself. Its enterprise-ready architecture is ideal for customized, integrated experiences. It provides high flexibility and low TCO because it's open source.

Liferay: Gartner Leader for 11 years

"Liferay is the leader you can rely upon."

Magic Quadrant for Digital Experience Platforms



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