

A Terragni Case Study

De-Sludge For A Culture Of Customer Centricity



Client Background

Challenge

Objective

What We Did

Strengths

Opportunities

Barriers

Solutions

Business Outcomes

Global leader in the
consumer paints and
coatings industry

33,000+
Employees

1700+
Products

70+
Countries
with presence

10,000+
Points of distribution



Eliminating Sludge for customer centricity

Creating cohesive customer centric teams consisting of 30 members from Technical service, Application engineering, Quality, Production, Supply chain, Finance, HR, Commercial, Sales (two Business Units)

Differing cultural contexts within the organization leading to employee disengagement and attrition

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Insights and solutions towards

Alignment of the customer facing and support organization to a common customer context

Increased awareness in teams towards differentiated experiential and functional expectations of the diverse customer segments

Design and implement a sustainable, systemic framework for continued customer centric behaviours across the organization

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🔧 Assessment on 8 customer centric disciplines (5 external drivers, 3 internal enablers)

💡 6 key business theme driven projects identified

😊 Cross functional teams created to work on the projects with customer centric outcomes

🔧 Customer centric action learning workshops conducted

📁 6 business projects facilitated with a 120 days implementation focus



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↑ High score in 'Empowerment' across the organization

↑ High score in 'Competitor Insight' within the customer facing teams

↑ Above average scores in 'Customer Foresight and Peripheral Vision' within automotive vertical

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High market growth potential and competition in Automotive and Packaging segments in India



Low scores in 'Strategic Alignment, Customer Insight and Cross Functional Collaboration' across the organization



Organizational focus to achieve market leadership across the two existing and one new product segment



Repetitive sales process of discovery-proving-approval-servicing



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Process: Sludge within processes caused a lack of customer centricity

Culture: Lack of alignment between customer facing & support teams to a common customer context

Capability: Organization wide ineffective communication of goals

Technology: Insufficient data from a functional and experiential context



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Strengthening of 4 customer culture disciplines: Strategic Alignment, Customer Insight, Cross Functional Collaboration and Empowerment with measurable business outcome by:

Facilitation of live business projects via action workshops based on the customer centric culture framework

Nudges enabling shift to customer centric behaviours, decisions and actions

Coaching to embed customer centricity, with focus on customer value aligned business success

Redesigning processes and culture to eliminate sludge



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- ✓ First time right product launch
- ↓ Improved receivables within 4 months
- ↑ Product revenue increased 2X
- ↓ Complaint redressal time down by half
- ↓ Reduced employee attrition

India



London



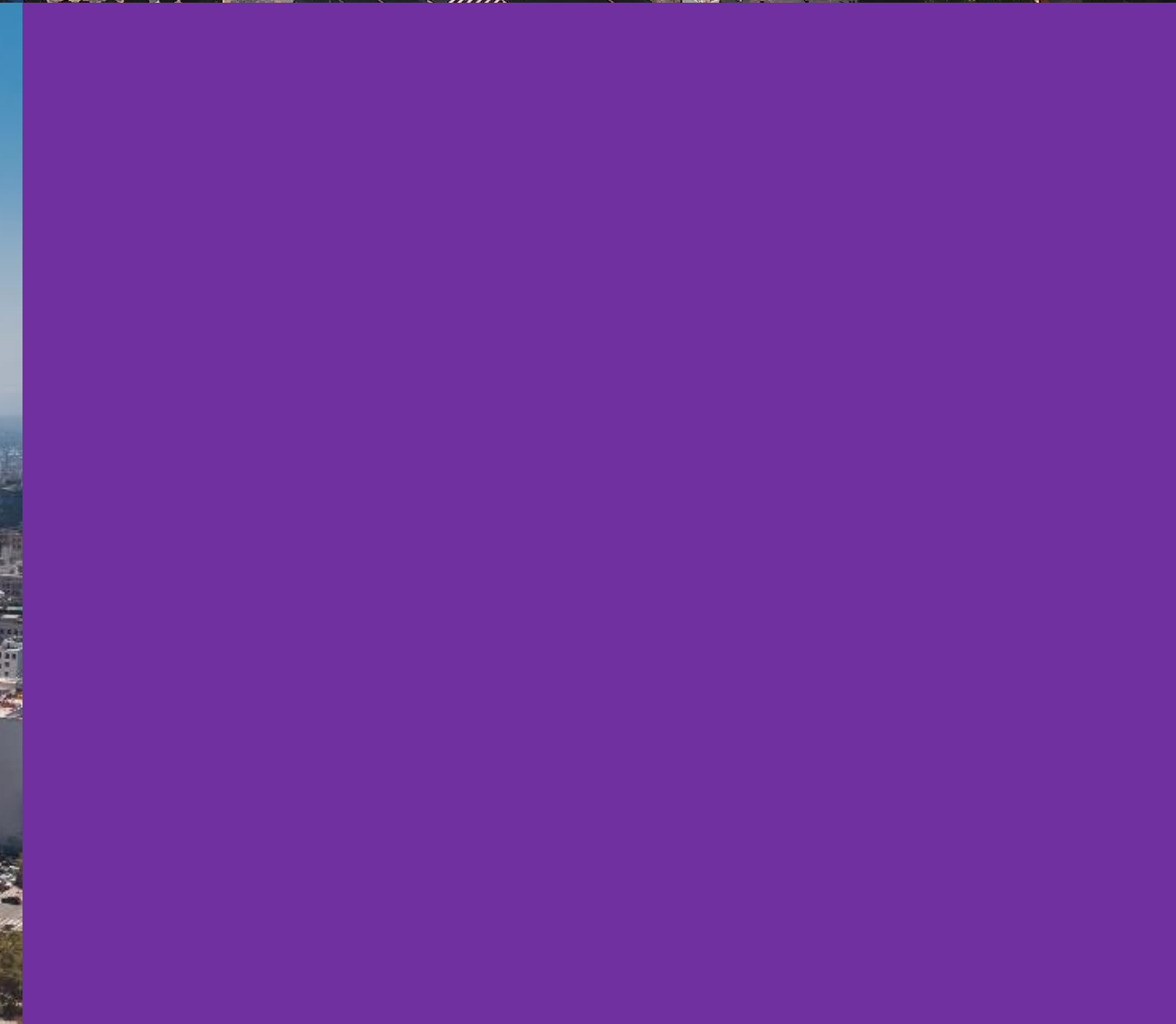
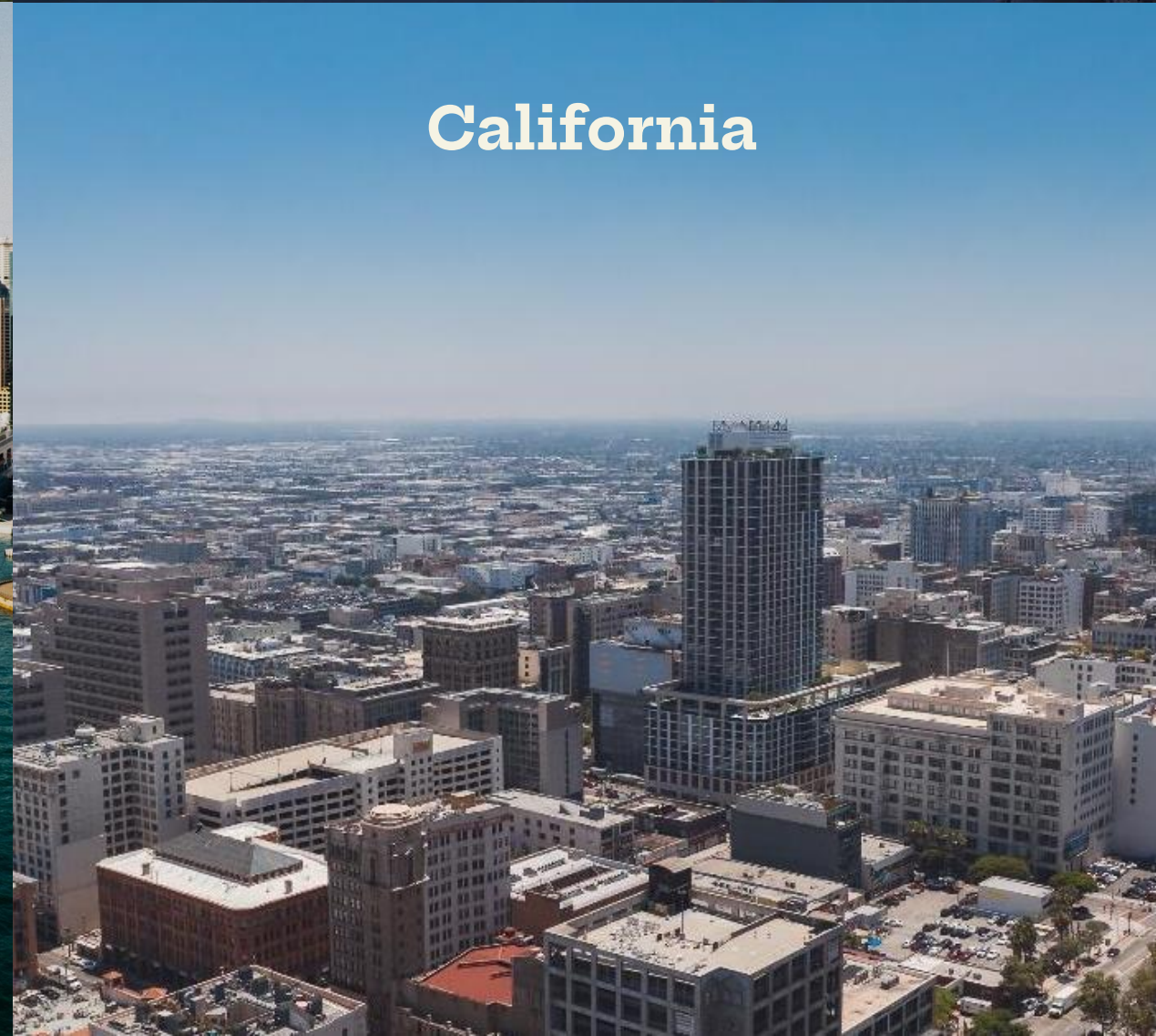
Bucharest



Sydney



California



Thank You

dipti@terragni.in

+91 89569 82522