

Contents

1	The boardroom agenda	1
1.1	Win with your customer	1
1.2	The impact of digital business technologies	2
1.3	What makes it so difficult?	5
1.4	The Total Action scorecard	9
1.5	The Total Action model	13
1.6	Questions from the board	15
2	Digital business technologies and Total Action	21
2.1	The new digital business technologies	21
2.2	Why are digital business technologies so important?	27
2.2.1	New ways to reach customers	27
2.2.2	Breakthrough – and incredible impact	34
2.2.3	Management has to master their use	39
2.3	Total Action elements	43
2.3.1	Focus on the customer	44
2.3.2	Co-ordinate customer information	51
2.3.3	Develop excellence in fulfilment	68
2.4	The Total Action model	77
3	Weeding out Fatal Inaction	81
3.1	What is Fatal Inaction?	82
3.2	The roots of Fatal Inaction	85
3.3	The characteristics of Fatal Inaction	90

3.3.1	The comfort of the internal market	90
3.3.2	The boss leads, the customer bleeds.....	92
3.3.3	The wrong metrics	93
3.3.4	The customer is an interrupt to the business process ...	94
3.3.5	Corporate autism	101
3.3.6	Hardening of the IT arteries	103
3.4	Moving out of Fatal Inaction.....	108
3.4.1	Customer-centred leadership.....	108
3.4.2	Customer-centred metrics	109
3.4.3	Customer-centred management and planning.....	111
3.4.4	Customer-centred IT	118
3.4.5	Customer-centred change	119
3.4.6	The 4Ps of Total Action performance.....	121
3.5	The Total Action scorecard	126
3.6	The sum is greater than the parts	130
4	The Total Action casebook.....	133
4.1	The casebook approach	133
4.2	The US Army case	136
4.2.1	The soldier as the locus of decision-making	136
4.2.2	People and organising capabilities.....	138
4.2.3	Lessons for Total Action.....	139
4.3	The American Airlines case.....	140
4.3.1	Accelerate the process	141
4.3.2	Manage the service encounter.....	143
4.3.3	Capture information streams	143
4.3.4	Build knowledge of the customer	144
4.3.5	Build the value cluster – become the industry infomediary	146
4.3.6	Lessons for Total Action.....	148
4.4	Banking on information: the First Direct case.....	148
4.4.1	The ‘misery’ of banking.....	149

4.4.2	Making it work for the customer	154
4.4.3	Information empowers customer leadership	157
4.4.4	Lessons for Total Action	158
4.5	Total Action policing	159
4.5.1	Find out who is the 'customer'?	160
4.5.2	All activity is not customer activity	165
4.5.3	The wrong metrics...it's not what you do!	165
4.5.4	Connect information systems	166
4.5.5	Make the customer the locus of decision making	167
4.5.6	Create the information platforms	171
4.5.7	Lessons for Total Action	174
4.6	Trying to connect to you	175
4.6.1	Recognise the individual customer	177
4.6.2	Organise customer information	180
4.6.3	Customise services	181
4.6.4	Connect sales to the factory	182
4.6.5	Overcome autistic behaviour	183
4.6.6	Lessons for Total Action	191
4.7	The postman never rings twice	193
4.7.1	Who is my customer?	194
4.7.2	Build a customer dashboard	200
4.7.3	Manage the customer-specific value chain	203
4.7.4	Design the service encounter	204
4.7.5	Lessons for Total Action	205
5	Engaging outside-in: the route to Total Action	207
5.1	The challenges of Total Action	207
5.2	Why should we do this...and what's different?	209
5.3	Where – and how – do we begin?	214
5.4	Mindset over matter	217
5.5	What next?	227

XVIII Contents

Notes	229
Bibliography	233
Index	237
About the authors	243