

WELCOME TO
**DRIVING GROWTH THROUGH
CUSTOMER CENTRICITY
EXECUTIVE PROGRAM**



QUICK PROGRAM FACTS



DATES: July 16th to July 18th (both inclusive)



LOCATION: IE Campus Madrid, Spain (c/ Serrano 105)



SCHEDULE: 9:30 - 18:30



FORMAT: Face to face. Experiential, collaborative and hands-on learning



LANGUAGE: English

PROGRAM OVERVIEW

In the age of the Customer, most companies are taking pride in being customer centric. Scholars publish extensively about C-Centricity. Consultants measure the positive consequences of working with C-centricity for both the top and the bottom line. Yet, most organizations ultimately fail to follow a Customer Centric agenda, either because there is "no time", it is expensive or it doesn't yield the expected financial returns in the short term.

Unfortunately, this dissonance between believing the company is company centric yet not actually walking the talk has resulted in a huge delivery gap: Bain & Co. has recently published that whilst 80% of the companies believed they delivered a "superior experience" to their customers, when customers were asked about their own perceptions they responded that only 8% of companies were really delivering.

At the heart of the problem lie vague concepts like "putting customers at the heart of everything we do" or "put customers first". Our research has shown that Customer Centricity must start with a clear understanding of what this actually is and the role it plays in the organization. Only then can companies begin to consider, as Ranjay Gulati pointed out, reorganizing for resilience.

Driving Growth Through C-Centricity is born with the intent of providing a 360° understanding to how organizations who want to put customers at the heart of everything they do need to completely rethink the way in which they operate at practically every level: in the way they adapt their organization, their culture, the role of their employees, their innovation processes, their metrics and their customer experience.



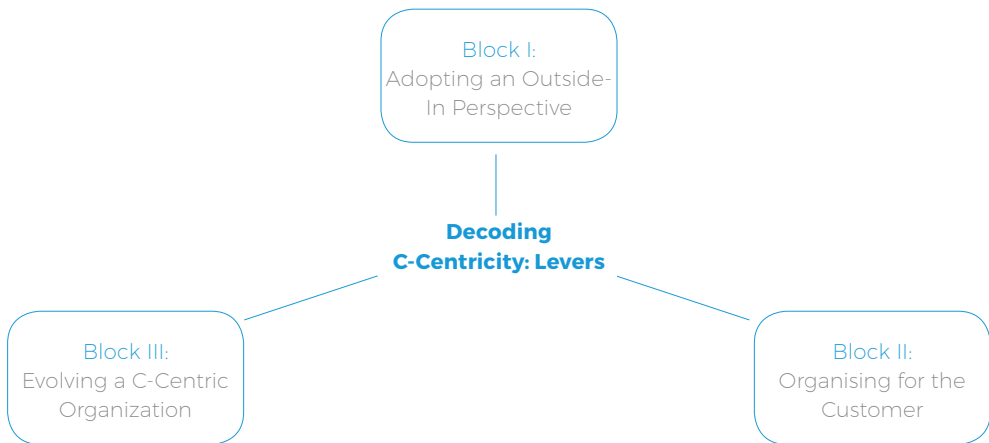
WHO IS THIS PROGRAM DESIGNED FOR?

Driving Growth Through Customer Centricity is a bespoke program designed for current managers/directors with 12-15 of experience aspiring to become agents of change within their companies. Candidates must be in positions of certain responsibility and autonomy, be capable of impacting the strategic agenda from their functions and be willing to obtain a holistic view of how adapting to the customer impacts business as usual. Additionally, candidates will be working with the proprietary IE strategic framework on Customer Centricity complemented with practical knowledge to aid their role as transformational leaders in their company.



KEY LEARNINGS AND TAKEAWAYS

Driving Growth Through Customer Centricity aims to help participants in three key areas of assessment of Customer Centricity:



5

During the first part of the program we will focus on key concepts around C-Centricity: its real meaning, the differences between terms relating to the customer, its levers and best practices. They will also be introduced to the C-Centricity Wheel, our proprietary tool at IE to diagnose a company's C-Centric "Health".

Following this core module participants will be guided over three different steps, or blocks:

- **Block I:** Evolving from Product-Centricity into Customer Centricity. This part of the course focuses on how to build proper customer understanding to aid long term sustainable growth.
- **Block II:** The Customer-Centric Organization. During this part of the course, candidates will be exposed to the latest thinking on how organizations reorganize for long term growth and the implications that has for Culture as a key enabler for C-Centricity. Additionally, we will learn the relationship between C-Centricity and Employee Centricity.
- **Block III:** Evolving the Customer- Centric Organization. The final block focuses on how to create bespoke KPIs that are consistent with the organization yet capable of measuring the success of C-Centric strategies. Central to growth is the redefinition of how to innovate and the role of co-creation and the main aspects of Customer-Centric Innovation (CCCI).

The icing on the cake will be a Workshop on how to Deliver Best in Class Customer Experiences to enhance C-Centricity.

DAY TO DAY OF THE PROGRAM

5 sessions per day for 3 days: each session lasts 1hr 20mins, after which there is a 10 minute break before the following session.
We will break for lunch every day from 14:00 - 15:30.

Day One: 16th July 2019

9:15 - 9:30

- Arrival & Registration

9:30 - 11:00

- Introduction to the Course: Decoding C Centricity (María Eizaguirre)
 - Key Concepts around Customer Centricity: Levers and Best Practices
 - The C Centricity Wheel as a Model

11:00 - 12:30

- Consumer Understanding for Growth (Maria Alvarado & Mónica Juanas)

12:30 - 14:00

- Building Consumer Insights Capabilities (María Alvarado)

LUNCH BREAK

15:30 - 17:00

- Disruption in the Age of the Customer: Setting the Bases for Growth (Thierry Campet)

17:00 - 18:30

- Customer Centric Innovation (Thierry Campet + María Eizaguirre)



Day Two: 17th July 2019

9:30 – 12:30 • Organizational Design
(Fabrizio Salvador)

9:30 – 11:00 • Customer-Centric
Metrics (Pedro
Moreno de los Ríos)

LUNCH BREAK

15:30 – 18:30 • Designing Best in
Class Customer Exp
erience: A Workshop
(Andrew McCarthy)

Day Three: 18th July 2019

9:30 – 11:00 • Case Study:
C-Centricity in CPG
– Key Learnings
(Carmen Abril)

11:00 – 14:00 • Employee Centricity –
(Federico de Diego)

LUNCH BREAK

15:30 – 18:30 • The Culture of
a C-Centric
Organization – (Carmen
Morales)





IE BUSINESS SCHOOL

Jeanette Holyoak

Associate Director of Learning Partnerships

IE Business School - Executive Education

Jeanette.holyoak@ie.edu

Main tel.: +34 91 568 96 00 ext. 40-571

www.ie.edu