



Terragni Consulting  
*Engagement Maximized*

# THE INDIA STUDY 2017

## CUSTOMER CENTRIC CULTURE – THE INDIA STORY

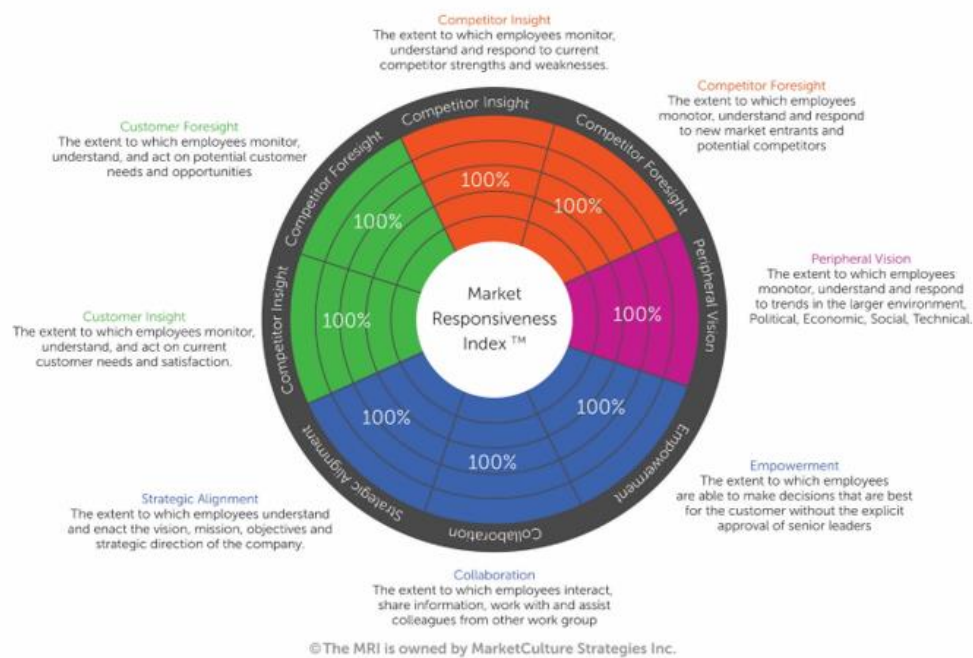


## Summary

The Economic Survey 2016-17, forecasts growth rates between 6.75 and 7.5 per cent in FY 2017-18 for the Indian economy. On the one hand global businesses continue to invest in India and on the other hand, Indian companies seek to go global. As India shakes off the implementation fatigue of the unified Goods and Services Tax and prepares for a period of growth, organizations seek differentiated competitive advantage. Such competitive advantage comes from delivering outstanding customer experience and in being truly customer centric. This necessitates a deep understanding and acquisition of what makes the culture in an organization, truly customer centric. Having a customer centric culture also means engaged high-performing employees.

This study, a first of its kind seeks to explore the extent, depth and deployment of a Customer Centric Culture within an organisation. It seeks to ask how systemically driven is the Customer Centric Culture within organizations, where are we with respect to the global context and which are those areas that need improvement.

## The Assessment Framework: Market Responsiveness Index (MRI)



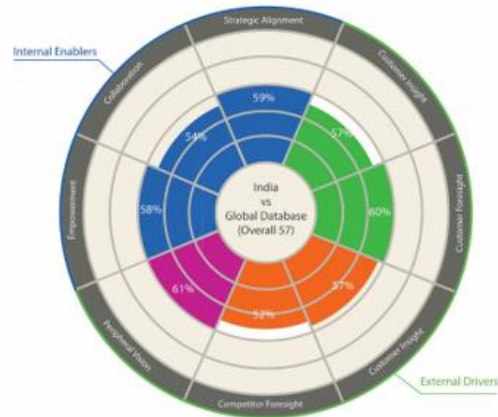
## Some Insights from the Study

The insights are illuminating and point towards the need for and value of direct measurement and benchmarking of an organization's customer centric culture. The key takeaways emerging from this study are

- Indian organizations are at half the level of global best performers in terms of Customer Centric Culture
- Mid-size companies in India are seen to be the most optimistic when it comes to their own assessment of their ability to deliver customer centric solutions
- Organizations in India currently use proxy metrics to measure Customer Centricity and Customer Centric Culture
- Customer Centric Culture is appreciated by all and owned by none within an organization

## Inferences from the MRI

The MRI Customer Centric Culture Benchmark for India is at the 57th percentile as compared to global benchmarks. Global best performing organizations are at the 94th percentile. Organizations based in India are at the half way mark of the best performing companies on the Customer Centric Culture benchmark.



Customer Centric Culture – The India Picture

## Customer Centric Culture means

*Customer Centric Culture – as adopted by highly customer centric organizations*

*The capability to understand, predict and respond to customer, market and competitor dynamics.*

*Transcend individual departments and functions and be an integral part of the way all employees behave and perform.*

*Based on a mindset:*

*"What's best for the customer is best for the business."*

## Measuring Customer Centric Culture

In the absence of a direct measure being deployed by organizations currently of Customer Centric Culture at the team level or individual level, the respondents have indicated the use of proxy metrics. The closest proxy used is Employee Satisfaction, a second proxy could be that of Service Excellence. The other two metrics of CSAT and NPS are primarily external metrics applied internally. These metrics are assessed post-hoc. While on their own, each of the metrics chosen by the respondents are valid, long used and credible, their purpose is not that of measuring organizational culture readiness towards customer centricity.

## Responsible For Customer Centric Culture

Every organization leader believes being customer centric is key to the business. Yet, ironically, there is no one person / function in the organization who is the custodian of shepherding and sustaining the Customer Centric Culture shift.



## Barriers to Customer Centricity

Top 5 barriers

- Lack of a "Customer" mindset
- Lack of a customer experience strategy
- Day-to-day business pressures
- In-ability to link to performance KPI's
- Lack of Customer experience function

Most organizations in India look at their offerings from a "cost" lens as opposed to a "value" lens, despite an overt shift in semantics and dare say intent. This coupled with a short term "Quarter-to-Quarter" mindset leads to magnifying the barriers to customer centricity.

## About Terragni Consulting

Terragni Consulting is a strategy consulting and implementation company. We are passionate about creating communities of engaged employees and engaged customers for our client organizations. And in doing so, we partner our clients in building a sustained competitive advantage in their market place.

Our award-winning solutions and models on Customer Centricity, Customer Experience and People Engagement, stand testimony to the rigor and discipline with which we approach our work. This and our continual and significant focus on delivering value to our clients, right from our inception in 2009, ensures a unique approach to solving complex customer and people challenges.

We partner India's top brands to build, implement and impact their Customer Centric Culture.

[www.terragni.in](http://www.terragni.in) | [www.buyerbrain.com](http://www.buyerbrain.com) | [www.marketculture.com](http://www.marketculture.com)

Terragni Consulting is the exclusive South Asia partner of MarketCulture Strategies.



**Terragni Consulting**  
*Engagement Maximized*

[www.terragni.in](http://www.terragni.in)

**Disclaimer:** Terragni and MarketCulture are not liable to the readers of this report in respect of any business losses, including without limitation loss of or damage to profits, income, revenue, use, production, anticipated savings, business, contracts, commercial opportunities or good will as a result of you accessing this report. This disclaimer governs the use of this report. By using this report, you accept this disclaimer in full. Without prejudice to the generality of the foregoing paragraph, we do not represent, warrant, undertake or guarantee that the use of guidance in the report will lead to any particular outcome or result. All trademarks, images belong to the rightful owners and are mentioned as such and utmost care has been taken to attribute ownership. Any inadvertent violation of the same may be brought to the notice of the publisher.

**Copyright:** (C) 2017, Terragni Consulting (P) Ltd. All rights reserved. For limited circulation only

No part of this publication may be reproduced, distributed or transmitted in any form or by any means, including photo copying, recording or other electronic or mechanical methods without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law.

For permission requests, write to  
The Editor,

Terragni Consulting (P) Ltd  
302-303, Supreme Centre, ITI Road, Anand Park, Aundh, Pune- 411007, India. Tel: +91 20 2588 5776 • Email: [info@terragni.in](mailto:info@terragni.in)

---

© 2017, Terragni Consulting (P) Ltd. All rights reserved. For limited circulation only.