How to capture insights from every customer interaction



A Webinar from ISEA

International Safety
Equipment Association

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How to capture insights from every customer interaction



Two roles for the modern sales professional...



STUDIES OF 35.000 SALES

Situation questions
Problem questions
Implication questions
Need-payoff questions

Probing
questions
are key to
great selling

Monitored 35,000 sales calls Foundation for "consultative selling"

Two roles for the modern sales professional...



Imagine you make glass for phone displays...

How would customers think of Crack Resistance?





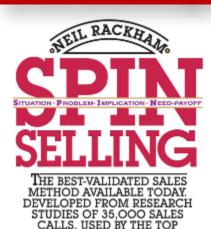
Time

Two roles for the modern sales professional...



The *same* probing can lead to sales now *or* sales later.

1. Selling



SALESFORCES ACROSS

2. Learning

Front End of Innovation

Discovery Interviews

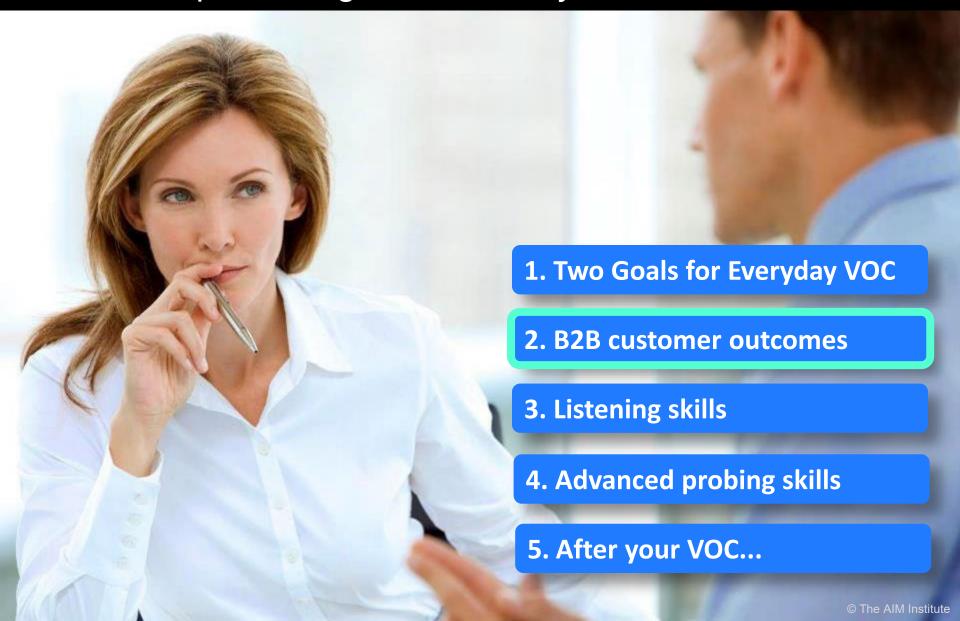
Uncover unmet customer needs

Preference Interviews

Prioritize unmet customer needs

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People don't want to buy a quarter-inch drill. They want a quarter-inch hole.

Job-to-be-done (customer task/objective)

TO IMPROVE JTBD

Outcomes (better JTBD results)

- Minimize time to drill
- Minimize effort to drill
- Minimize "seizing"
- Minimize splintering
- Minimize burn marks
- Max. bore smoothness

-Theodore Levitt

Solution

(our product)

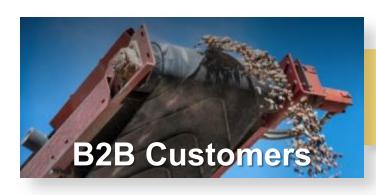
In B2B, either...

Process-related

Product-related



B2B customers can always explain their outcomes...



can usually offer more insight than



So What?

B2B Customers...

1. Knowledge

are <u>able</u> to help a supplier design better products.

2. Interest

are willing to help suppliers design better products.

3. Objectivity

make rational, stable & understandable decisions.

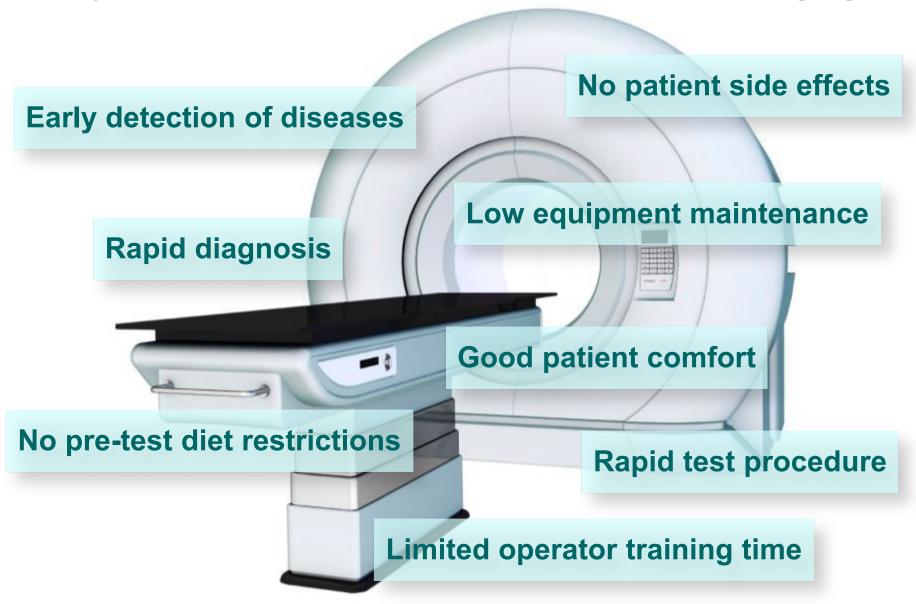
4. Foresight

can discuss their needs before seeing a prototype.

5. Concentration can be directly *engaged*... and primed to buy later.

Let's make outcomes the unit of customer insight.

Examples of Outcomes for the JTBD of medical imaging...



When your customer speaks...



Probing to Outcomes

When you hear Background...

Search for Outcomes...

See if the current state is less than ideal.

Ex: "Any problems with this today?"

When you hear Solutions...

Search for Outcomes...

Look for the purpose of their solution.

Ex: "What would that do for you?"

When you hear an Outcome...

Learn how to measure it...

Convert into Outcome Statement*...

Verb... Unit of Measure... Object

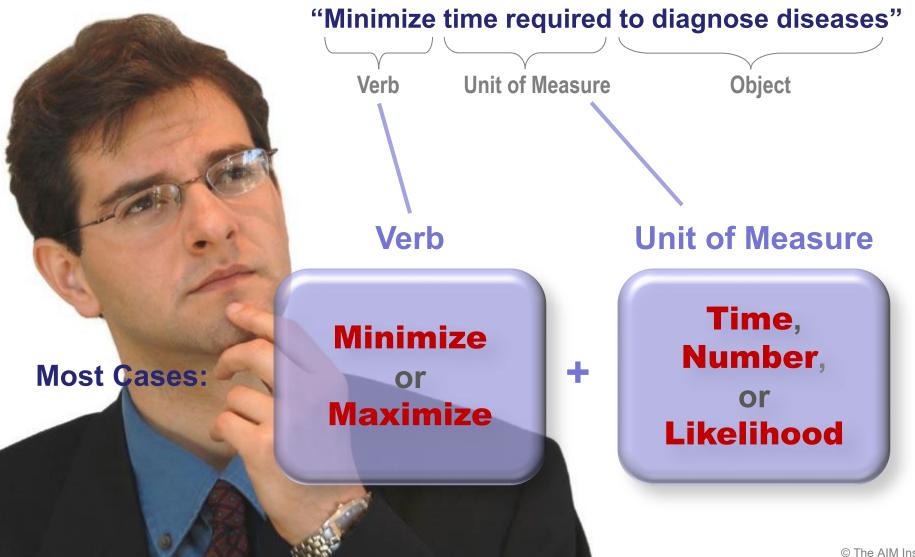
Example: "Minimize time required to diagnose diseases"

Verb l

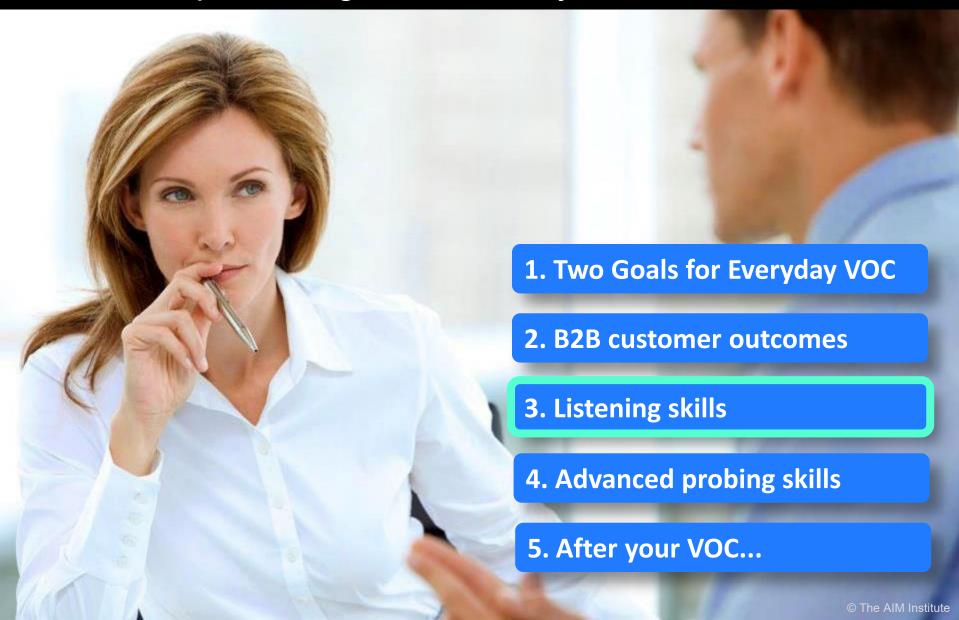
Unit of Measure

Object

Outcome Statements Simplified

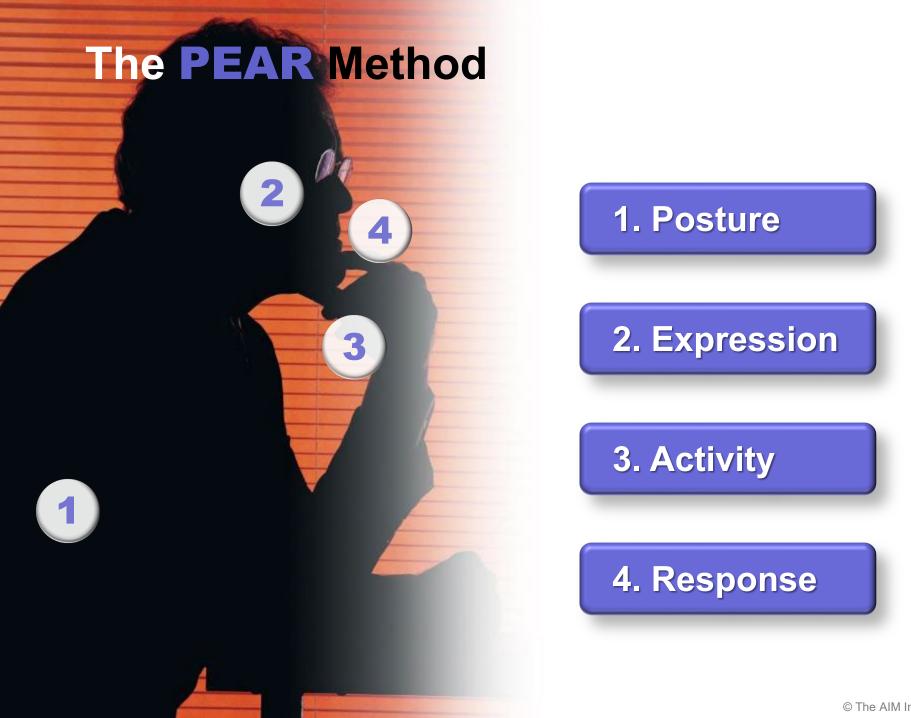


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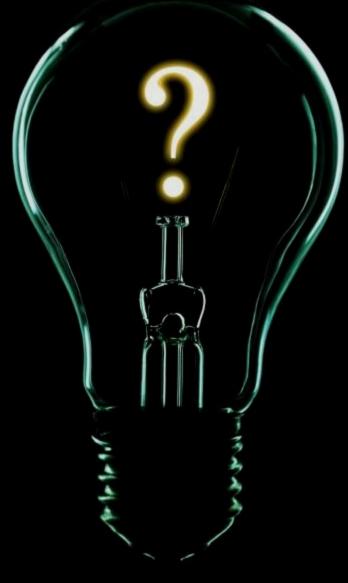


Two Parts to Listening





Avoid 8 Low-Lumen Questions



- 1. Closed-ended
- 2. Biased or leading
- 3. Outside of expertise
- 4. Long, complex
- 5. For example...
- 6. What would you pay?
- 7. Sensitive information
- 8. Heavily scripted

High-Lumen Examples

What would that do for you?

Why is this important to you?

How big an opportunity is that?

Who makes that decision?

When does this usually happen?

Where does the problem show up?



6 Open-Ended Questions



And How and Where and Who.

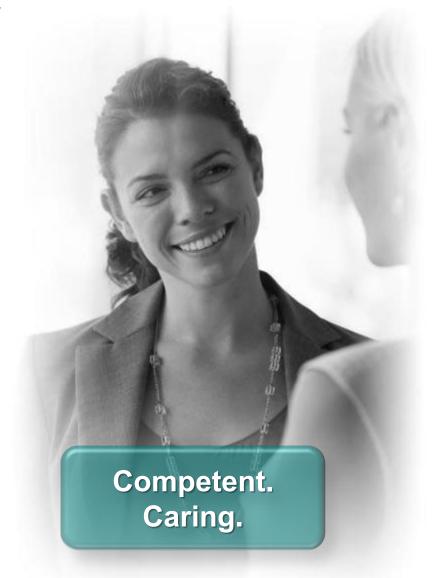
- Rudyard Kipling

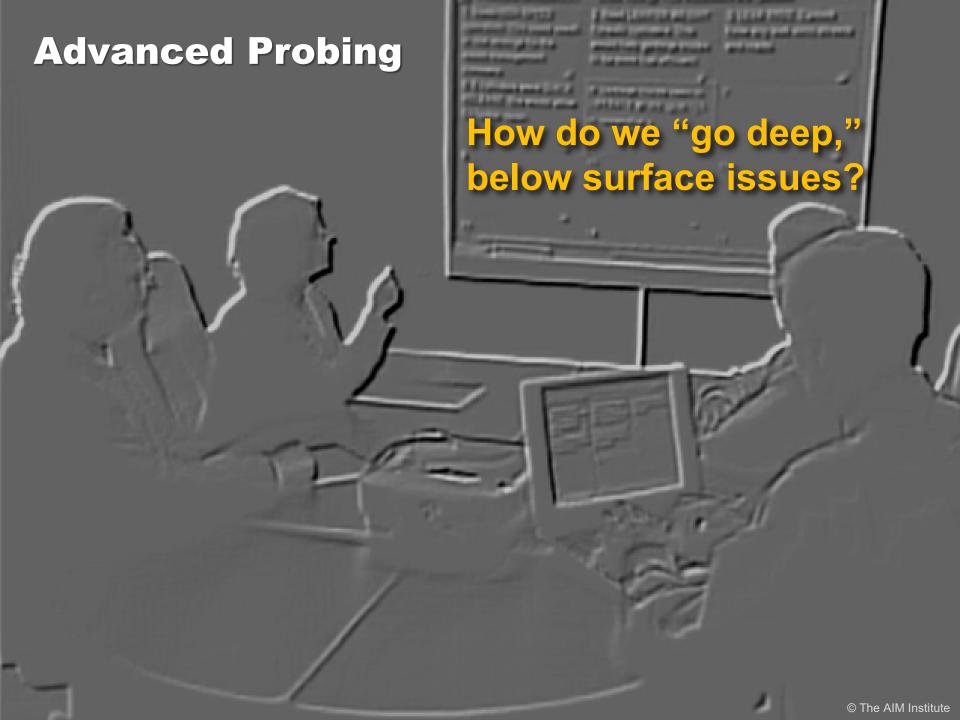


So what should we ask customers about?

Hint: What they want to talk about







Advanced Probing... Ask "WHAT" and "WHY"



"Sometimes there's no seatbelt in the taxi."

Advanced Probing... Ask "WHAT" and "WHY"

Observation

WHAT: "Can you describe this?" or "So it's completely missing?"

WHAT: "How often does this happen?" or "When do you usually see this?"

WHAT: "And how often in other regions?" or "How about other places?"

WHY: "How does this impact you?" or "What problems does this cause you?"

WHY: "Any other issues with no seat belt?" or "So it's a policy issue?"

Implication

Sometimes there's no seatbelt in the taxi.

Sometimes the belt is there, but it's stuck.

Probably about 10% of time in N.A., Europe & Japan.

Outside these areas... up to half the time.

This is against company policy ... I should wait for a new cab. It also makes me nervous... especially when weaving

through traffic.

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Everyday VOC Guide

Questions for any B2B customer interaction

Any (other) problems you're seeing?

· or ... What would your ideal world look like?

WHA

Could you describe the problem?

- · Where does it take place?
- What people / equipment / surroundings are involved?
- What's it look like? Sound like?

When does this happen?

- · How often does it happen?
- How long does it last?
- What's the sequence / steps / order of events?

WHY

How does this impact your business?

- · How big of a problem is this? / How severe?
- · Who does this impact?
- Anything you'd like to see faster / better / cheaper?

Anything else I should know about this problem? (optional)

CLARIF

Outcome Statement: Are you saying you'd like to...

- Minimize (time to calibrate equipment)
- Maximize (resistance to corrosion)
- . Other verbs also OK: Ensure... Provide... Prevent...

Any other problems?

or ... Anything else in your ideal world?

OR NEXT PROBLEM

REPEAT

Use this guide to practice and during virtual VOC.



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or ... What would your ideal world look like?

W H A T

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How does this **impact** your business?

How big of a problem is this? / How severe?

REPEAT FO

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W H A T

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When does this happen?

- How often does it happen?
- How long does it last?
- What's the sequence

Repeat for next problem.



How does this **impact** your business?

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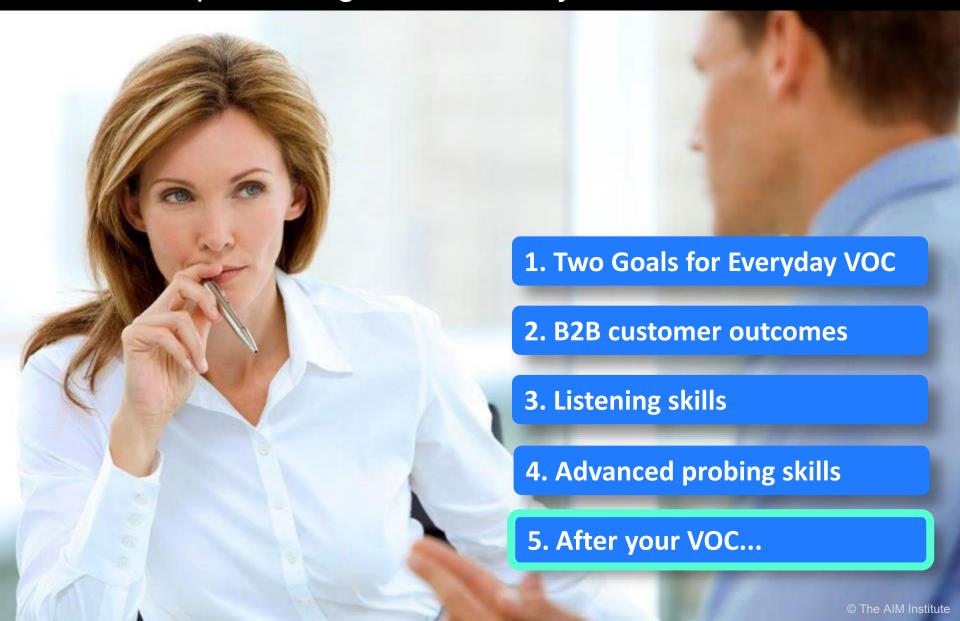
REPEAT

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R

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Send your notes in 2 directions...

CLARIFY

Maximize crack resistance of phone displays:

Phone displays are getting larger, and this is leading to more customer complaint about cracking. For every doubling of display surface area, the likelihood of the glass cracking goes up 4 times.

Phone producers, e.g., Apple, are concerned this will significantly increase their warranty costs.
They've been asking for

They've been asking for solutions that don't increase the phone weight and have little cost impact.

Your customer contact

- 1. This lets them correct you.
- 2. Demonstrates your interest.

Your CRM database

- Useful for your own follow up.
- 2. Critical to Market Scouting.

How customers think of crack resistance



Reluctant Engaging Partner Disengaging Reluctant

How does this fit with new product development?







You observe rising needs for one or more outcomes

You target the "cluster of "customers" & their Job-to-be-Done

You interview these customers to prioritize all their outcomes

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Don't launch a new-product project based *only* on market scouting. You need to hear all outcomes and prioritize them in unbiased way.

New Product Blueprinting (B2B-Optimized VOC)

Discovery Interviews Qualitative

Preference Interviews

Quantitative



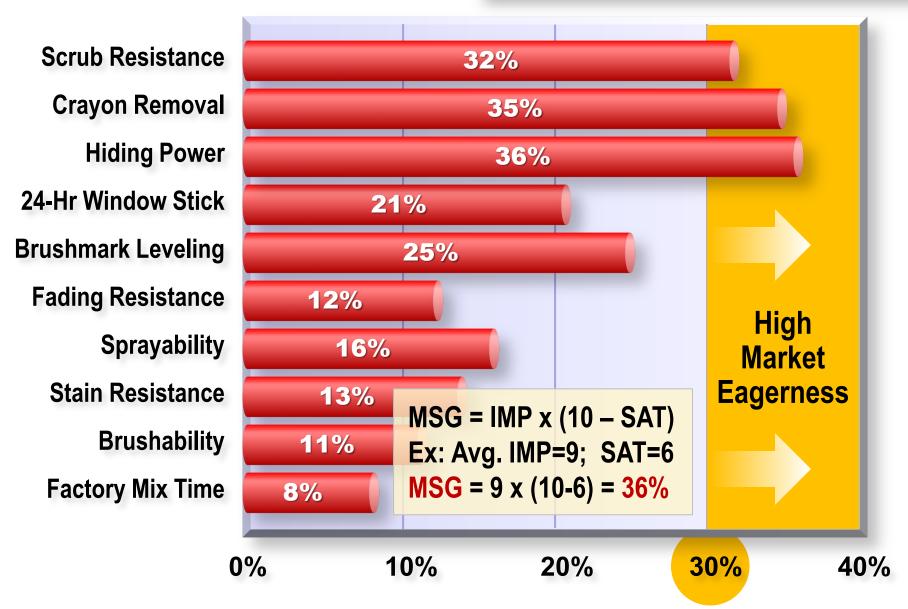


Diverge

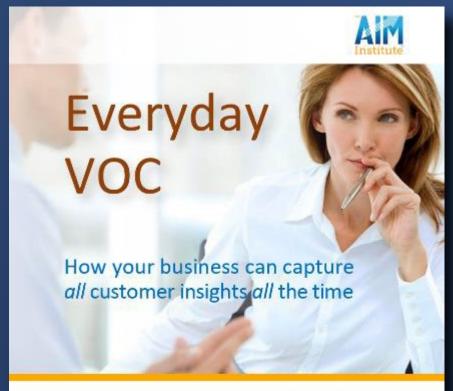
Converge

Market Satisfaction Gap

Eliminate most commercial risk



We've covered a *lot* rather quickly.



A WHITE PAPER FROM THE AIM INSTITUTE BY DAN ADAMS

Turn hundreds of annual customer visits into actionable customer needs with standardized, in-depth B2B probing.

Download complete white paper at...

www.EVOCpaper.com

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