SMU
School of Computing and
Information Systems 1

Retain: Own

Voice of the Customer (VoC)

IS446 – Managing Customer Relations with Analytics

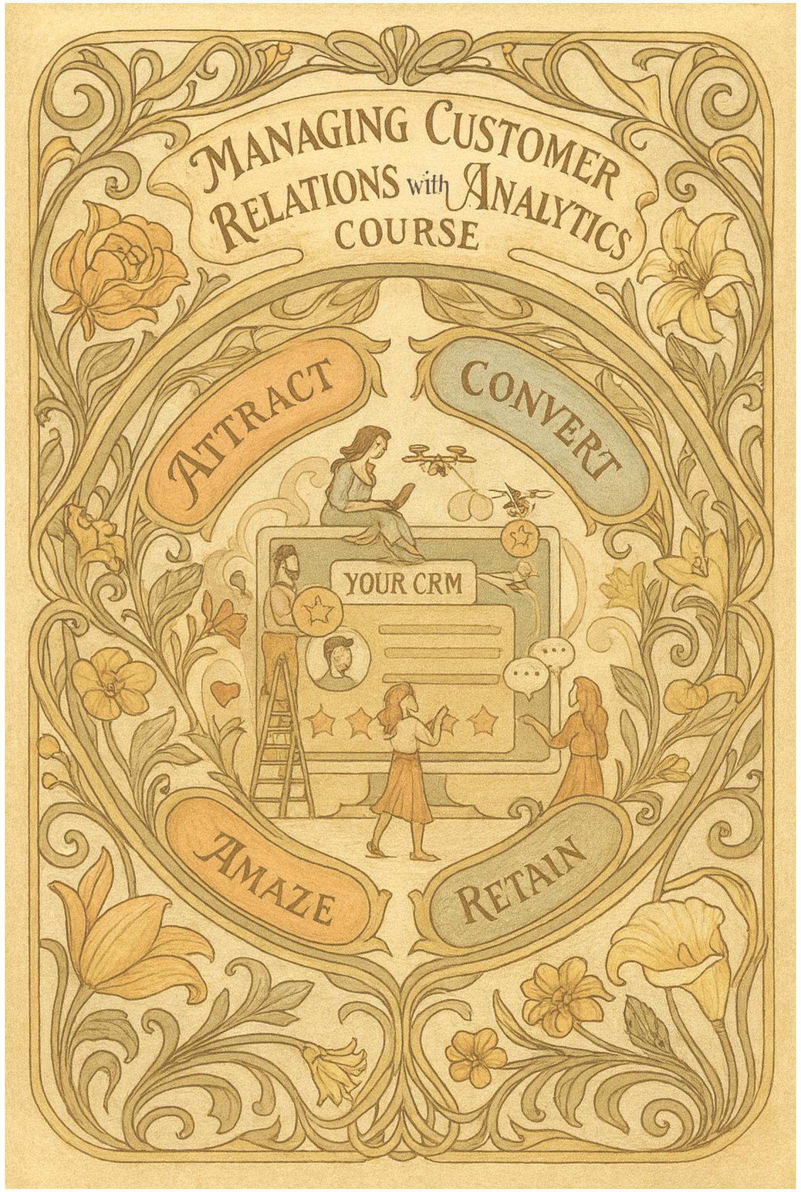
Awareness → Intent → Own → Promote

Agenda

01 Sales Quiz / Team Videos

02 Customer Models

03 Consistent good Quality


MANAGING CUSTOMER RELATIONS with ANALYTICS COURSE
ATTRACT
CONVERT
YOUR CRM
AMAZE
RETAIN

Self Introduction Survey

Complete/Update the Form

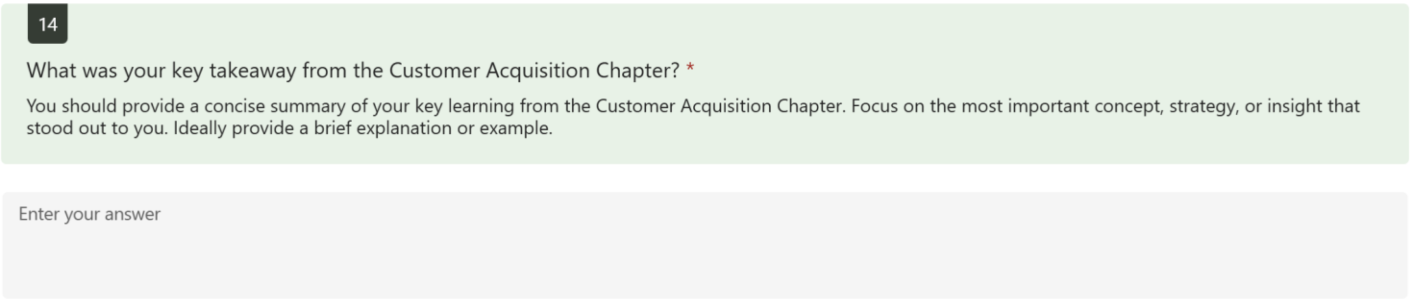
We will be using **the same form** in three moments:

☐ At the start of the course

☐ **At midterms**

☐ At the end of the course

5-10 minutes



14

What was your key takeaway from the Customer Acquisition Chapter? *

You should provide a concise summary of your key learning from the Customer Acquisition Chapter. Focus on the most important concept, strategy, or insight that stood out to you. Ideally provide a brief explanation or example.

Enter your answer

MCRA Self Introduction (IS446)

https://forms.office.com/r/YsNJ7M9ZbR

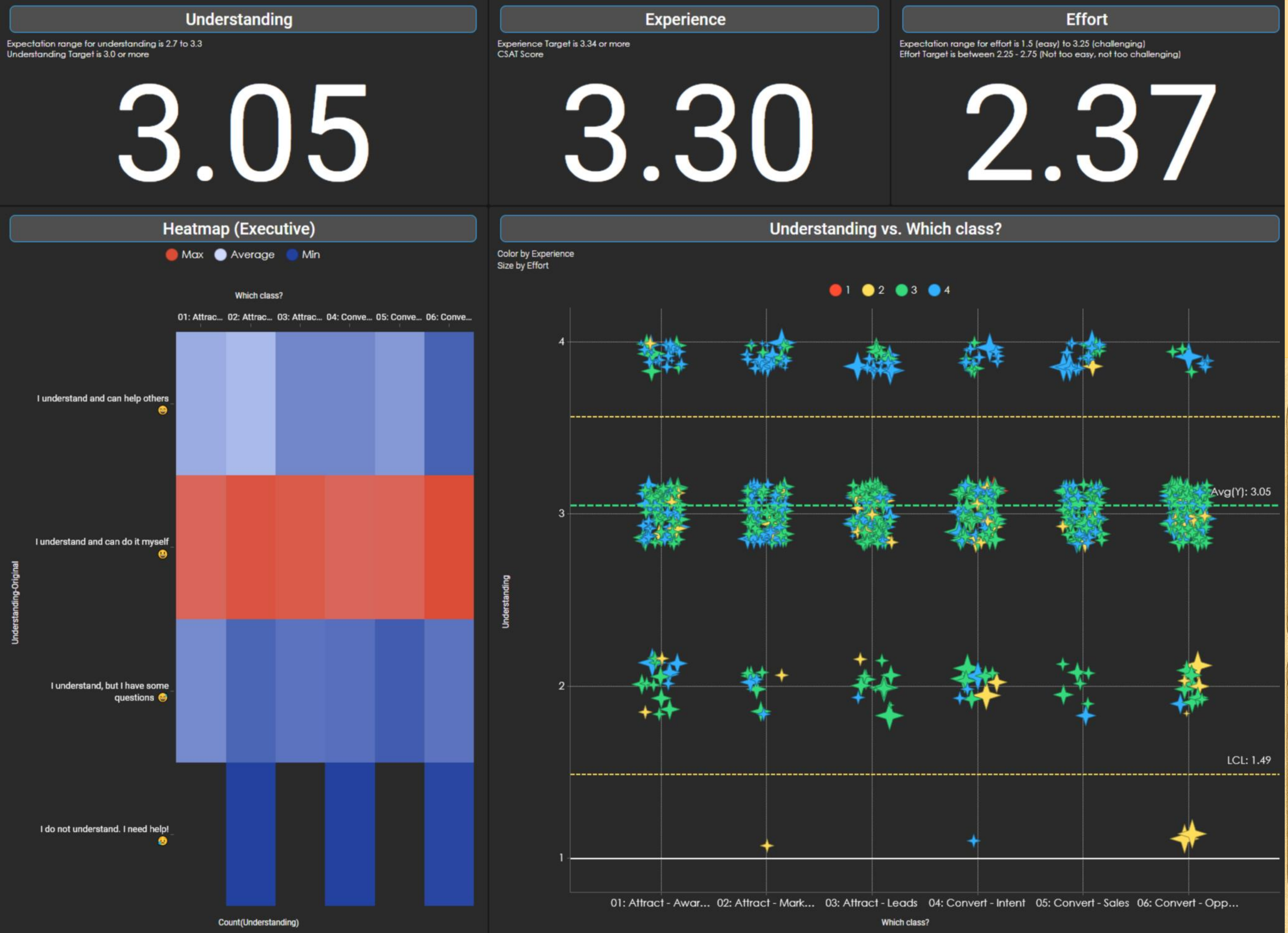
Reflections Dashboard

kmh
mph
140
160
200
220
240
260
0
20
40

MCRA Operational Dashboard

Axis X – Class Topic
Axis Y – Understanding

Color by **Experience**, Size by **Effort**



Understanding

Expectation range for understanding is 2.7 to 3.3
Understanding Target is 3.0 or more

3.05

Experience

Experience Target is 3.34 or more
CSAT Score

3.30

Effort

Expectation range for effort is 1.5 (easy) to 3.25 (challenging)
Effort Target is between 2.25 - 2.75 (Not too easy, not too challenging)

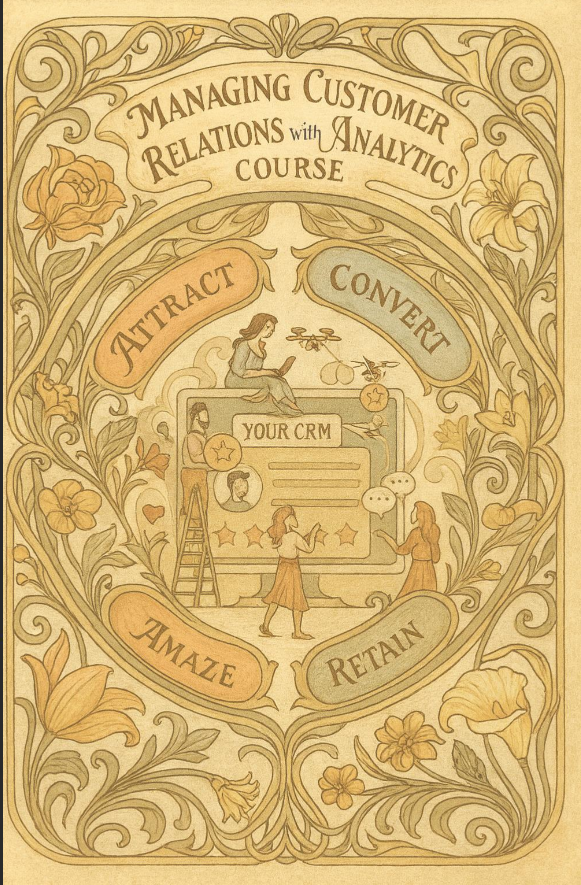
2.37

Heatmap (Executive)

Understanding vs. Which class?

Color by Experience
Size by Effort

● Max ● Average ● Min
Which class?
01: Attrac...
02: Attrac...
03: Attrac...
04: Conve...
05: Conve...
06: Conve...
I understand and can help others 😀
I understand and can do it myself 😃
I understand, but I have some questions 😅
I do not understand. I need help! 😢
Understanding-Original
Count(Understanding)
● 1 ● 2 ● 3 ● 4
4
3
2
1
Avg(Y): 3.05
LCL: 1.49
Understanding
01: Attract - Awar...
02: Attract - Mark...
03: Attract - Leads
04: Convert - Intent
05: Convert - Sales
06: Convert - Opp...
Which class?



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Week 06 – Text Analytics

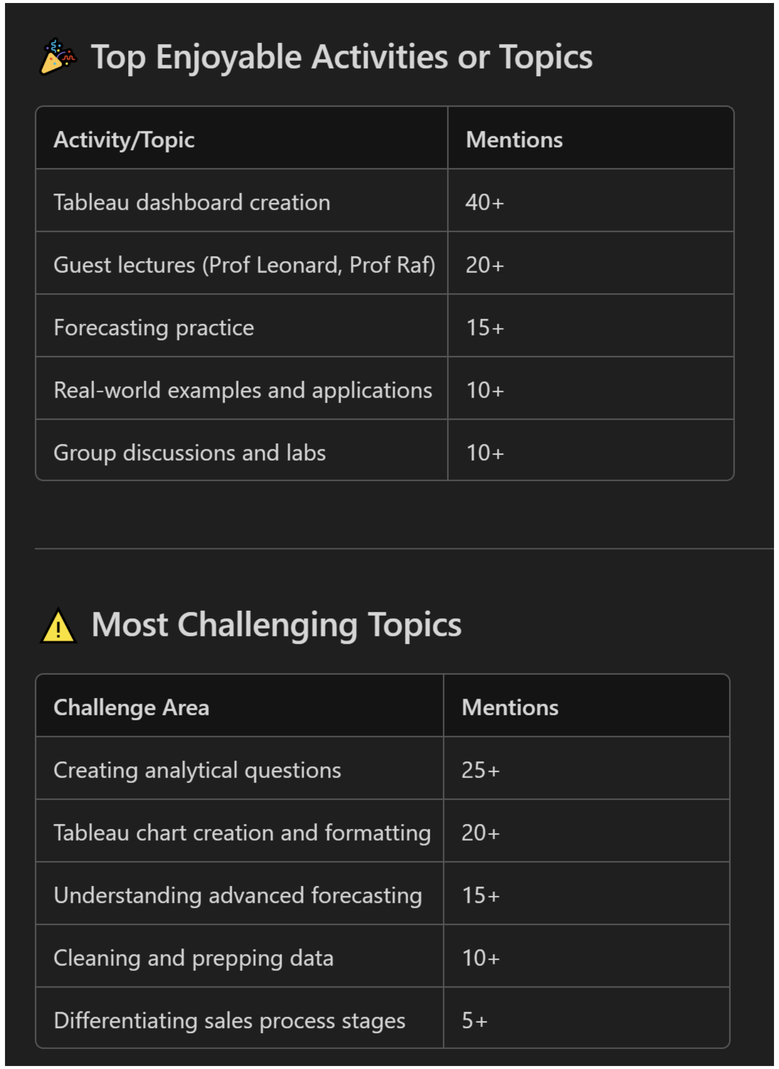
🔍 Key Insights and Learning Outcomes

Students demonstrated strong conceptual and practical understanding in the following areas:

- **Sales Forecasting Techniques**: Students grasped the four main types—opportunity stage, historical, length of sales cycle, and pipeline forecasting.
- **AI in Sales Processes**: Many noted how AI tools (e.g., Gong, Salesforce Einstein) enhance efficiency in early pipeline stages (prospecting, qualifying, discovery).
- **Forecasting as Risk Mitigation**: Students repeatedly emphasised that forecasting is not about certainty but preparation and reducing uncertainty.
- **DATA Framework Application**: The Deduce → Acquire → Tidy → Augment process was widely referenced, especially in dashboard development.
- **Ethical Considerations**: Several reflections linked forecasting and data usage to ethical frameworks like ABCDEF, showing deeper engagement.

😊 Overall Experience and Sentiment

- **Sentiment**: Largely positive. Students appreciated the real-world relevance, hands-on Tableau activities, and guest lectures.
- **Engagement**: High. Many students referenced personal insights, prior internships, and connections to earlier course themes.
- **Confidence**: Mixed. While most felt they understood the concepts, some expressed uncertainty around advanced forecasting methods and analytical question formulation.



🎉 Top Enjoyable Activities or Topics

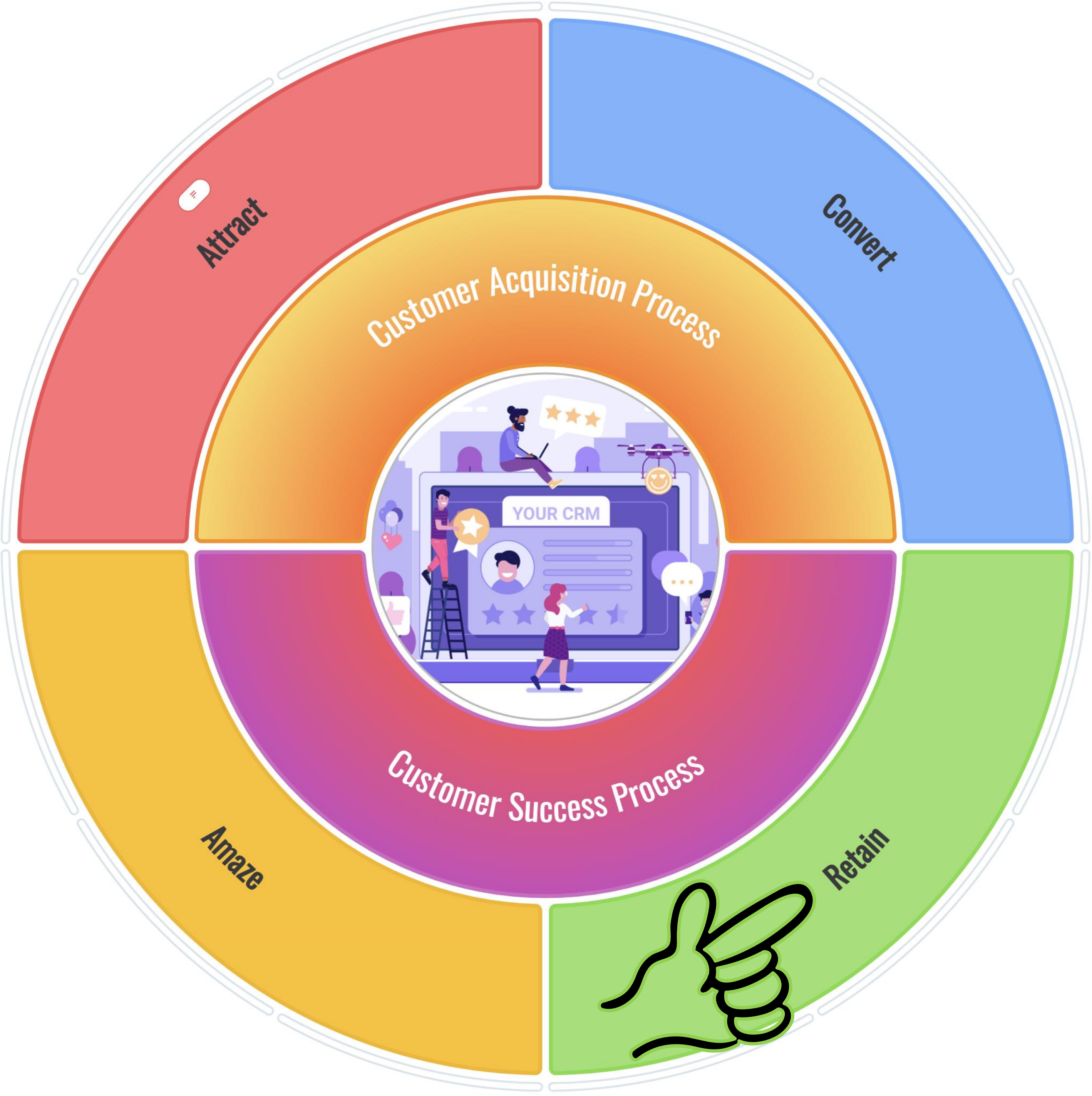
Activity/Topic	Mentions
Tableau dashboard creation	40+
Guest lectures (Prof Leonard, Prof Raf)	20+
Forecasting practice	15+
Real-world examples and applications	10+
Group discussions and labs	10+

⚠️ Most Challenging Topics

Challenge Area	Mentions
Creating analytical questions	25+
Tableau chart creation and formatting	20+
Understanding advanced forecasting	15+
Cleaning and prepping data	10+
Differentiating sales process stages	5+

Big Picture

- Customer Acquisition
  - Attract: Marketing
  - Convert: Sales
- Customer Success
  - **Retain: Service**
  - Amaze: Operations


Attract
Convert
Customer Acquisition Process
YOUR CRM
Customer Success Process
Amaze
Retain

Unit Learning Outcomes

Knowledge

- Understand the four key stages of the customer journey (Awareness, Intent, **Own**, Promote) and their significance in customer relationship management.
- Explore various customer models, including the **Kano Model**, the **Apostle Model**, and understand their applications in measuring **customer satisfaction and loyalty**.

Skills/Tasks

- Develop the ability to measure and improve quality using Six Sigma **Critical to Quality (CTQ) metrics**, and CTQ trees, ensuring that customer requirements are met consistently.

Agenda

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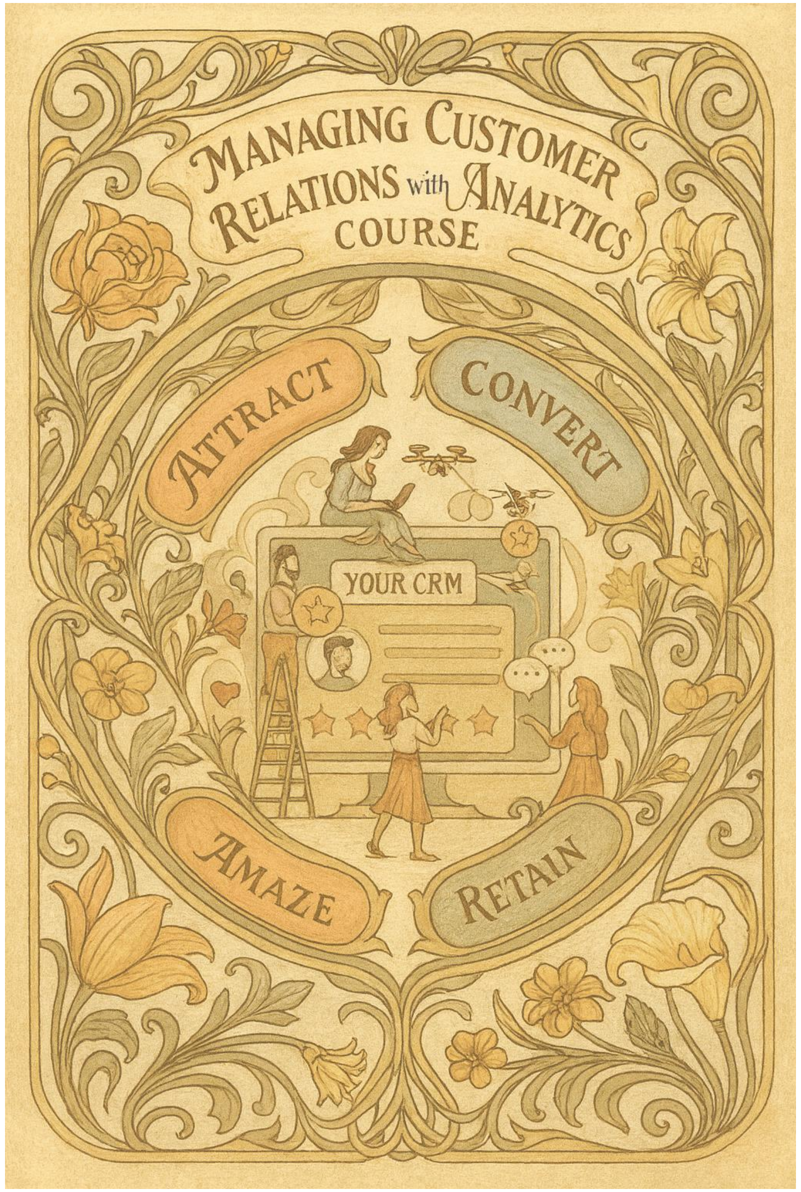
02 Customer Models

03 Consistent good Quality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Major Categories: Product/Customer

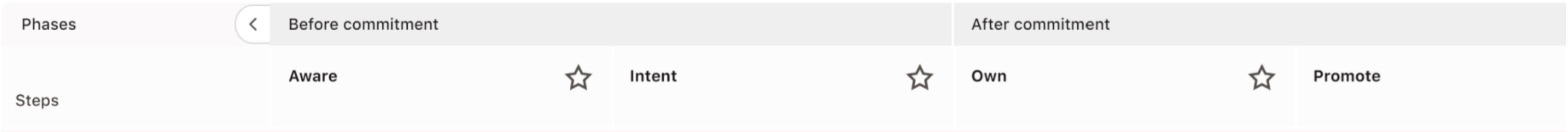
Product is a major category group that includes:

- **Physical products** (food, furniture, computers)
- **Digital products** (digital music, digital documents)
- **Physical services** (massage, hospitality)
- **Digital services** (SaaS, Cloud Solutions)

Customer is also a major category group that includes:

- **Internal customers** (Employees, managers, executives, affiliates)
- **External customers** (Consumers, partners, providers)

AIOP: The generic customer Journey



Phases	Before commitment		After commitment	
Steps	Aware	Intent	Own	Promote

Awareness

- Is the moment when a customer realizes they have a need or problem that requires a solution.

Intent

- It's the stage where customers have identified their needs and are actively looking for a solution.

Own

- It's the stage where customers **have made a purchase** and are now using your product or service.

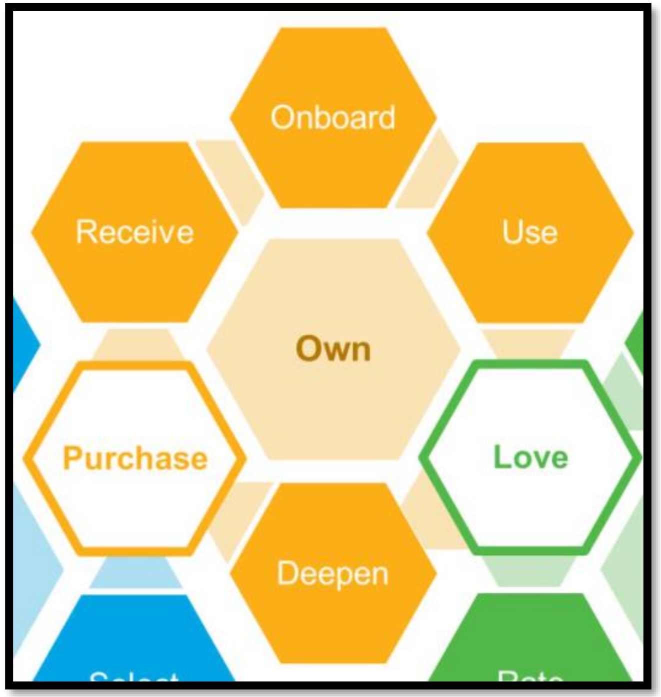
Promote

- It's when customers become **advocates for your brand**, promoting it to others through word-of-mouth, social media, or online reviews

Awareness → **Intent** → **Own** → **Promote**

BOA Model / AIOP

Buy – Own – Advocate

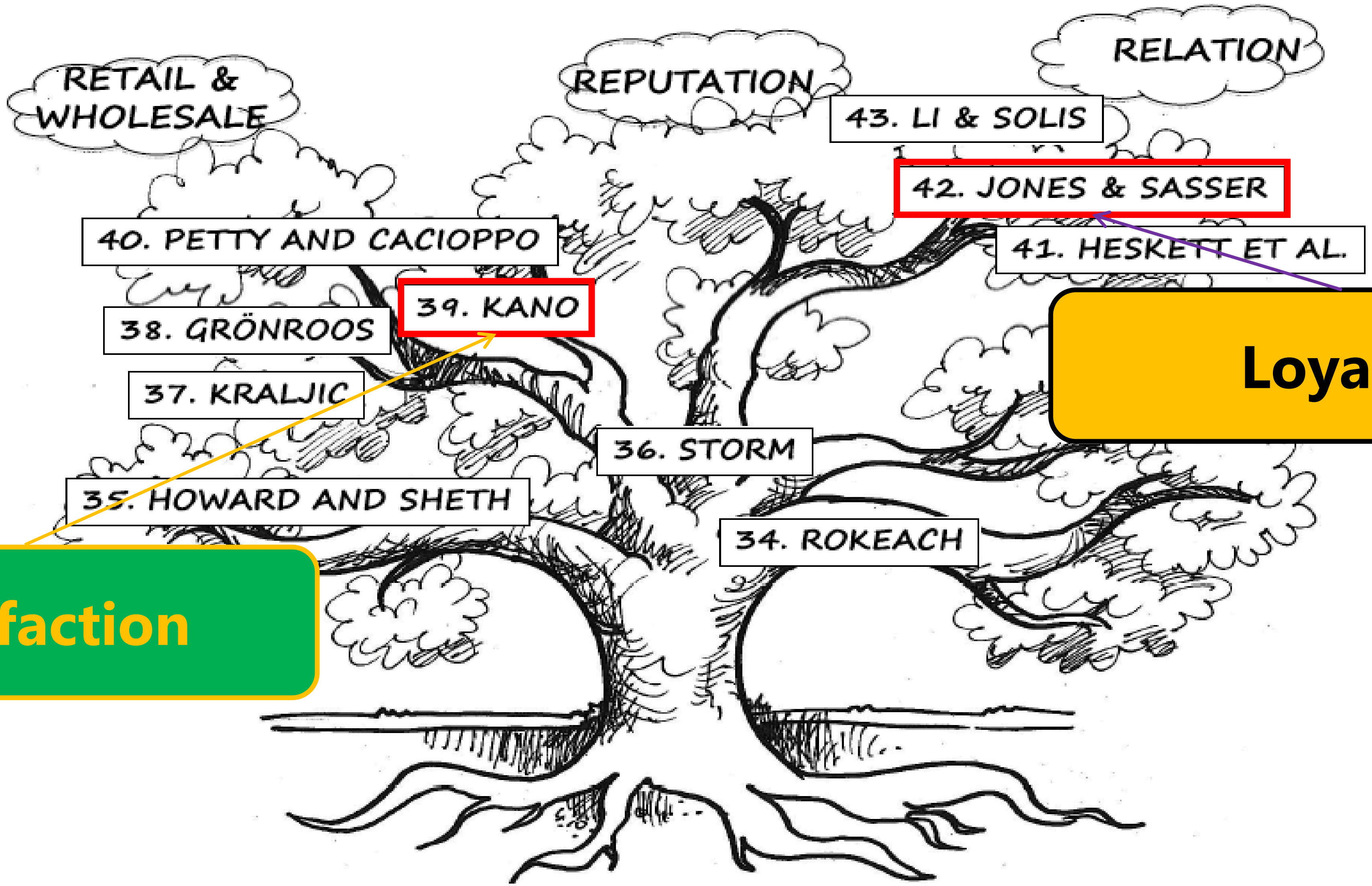


- **Onboarding process**: customer's first experience with the product or service after purchase.
- **Customer Success:** proactive approach aims to ensure customers achieve their desired outcomes while using the product or service.
- **Satisfaction and Loyalty:** The "Own" phase is where businesses can significantly influence customer satisfaction and build loyalty.
- **Feedback and Improvement:** Regular collection and analysis of customer feedback during the "Own" phase can provide valuable insights for product improvement and innovation.

By **Augie Ray** | August 12, 2016

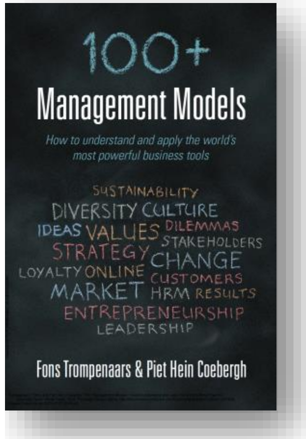
Awareness → **Intent** → **Own** → **Promote**

Customer Models


RETAIL & WHOLESALE
REPUTATION
RELATION
43. LI & SOLIS
42. JONES & SASSER
41. HESKETT ET AL.
40. PETTY AND CACIOPPO
39. KANO
38. GRÖNROOS
37. KRALJIC
36. STORM
35. HOWARD AND SHETH
34. ROKEACH

Loyalty

Satisfaction


100+
Management Models
How to understand and apply the world's most powerful business tools
Fons Trompenaars & Piet Hein Coebergh

Customer Orientation

Eras	Customer Orientation	Customer Orientation Description
Product Era **Brand-Centric**	**Production orientation (1900s-1930s)**	Focused on **manufacturing efficiency and mass production**, with the belief that consumers would favor products that were available and affordable, emphasizing product availability.
	Sales orientation (1930s-1950s)	Characterized by aggressive selling techniques, including personal selling and advertising, with the primary goal being **the persuasion of consumers to buy products.**
Buyer Engagement Era **Demand-Centric**	**Marketing orientation (1950s-1990s)**	Revolved around the concept of the Four Ps (product, price, promotion, and place) and the development of market research to **better understand and meet consumer needs and behaviors**.
Buyer/Customer Engagement Era **Audience-Centric**	**Relationship orientation (1990s-2010s)**	Aimed at **building long-term customer relationships** and loyalty through understanding and meeting customer needs, emphasizing customer satisfaction and retention.
	Digital orientation (2010s-present)	Focuses on leveraging digital technologies and platforms to engage with customers, emphasizing the importance of **digital presence and online customer experiences.**

Kano Model (#39)

Excited Quality

Delighters

- Unexpected
- Unspoken

Desired Quality

Satisfiers

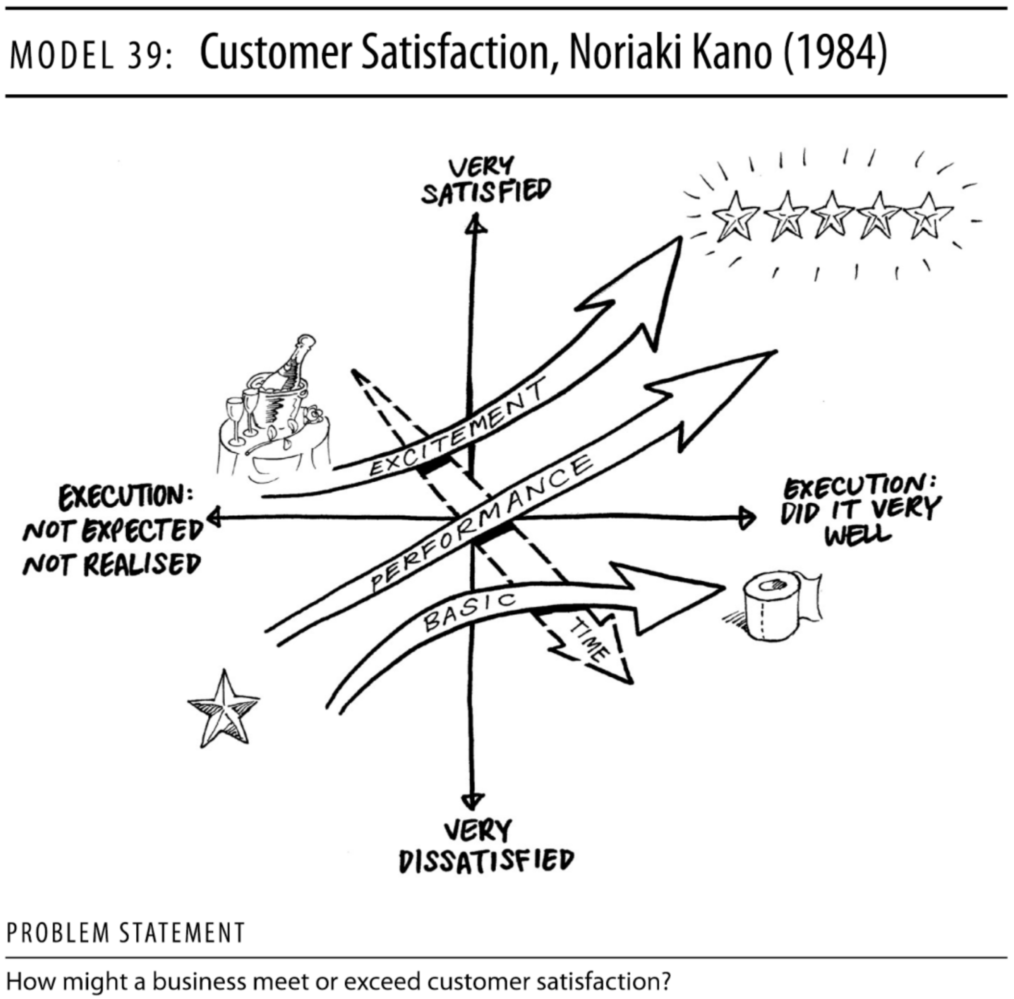
- Should be present
- Usually spoken

Basic Quality

Dissatisfiers

- Must be present
- Usually unspoken

Satisfaction



MODEL 39: Customer Satisfaction, Noriaki Kano (1984)

VERY SATISFIED
EXCITEMENT
PERFORMANCE
BASIC
TIME
EXECUTION: NOT EXPECTED NOT REALISED
EXECUTION: DID IT VERY WELL
VERY DISSATISFIED

PROBLEM STATEMENT

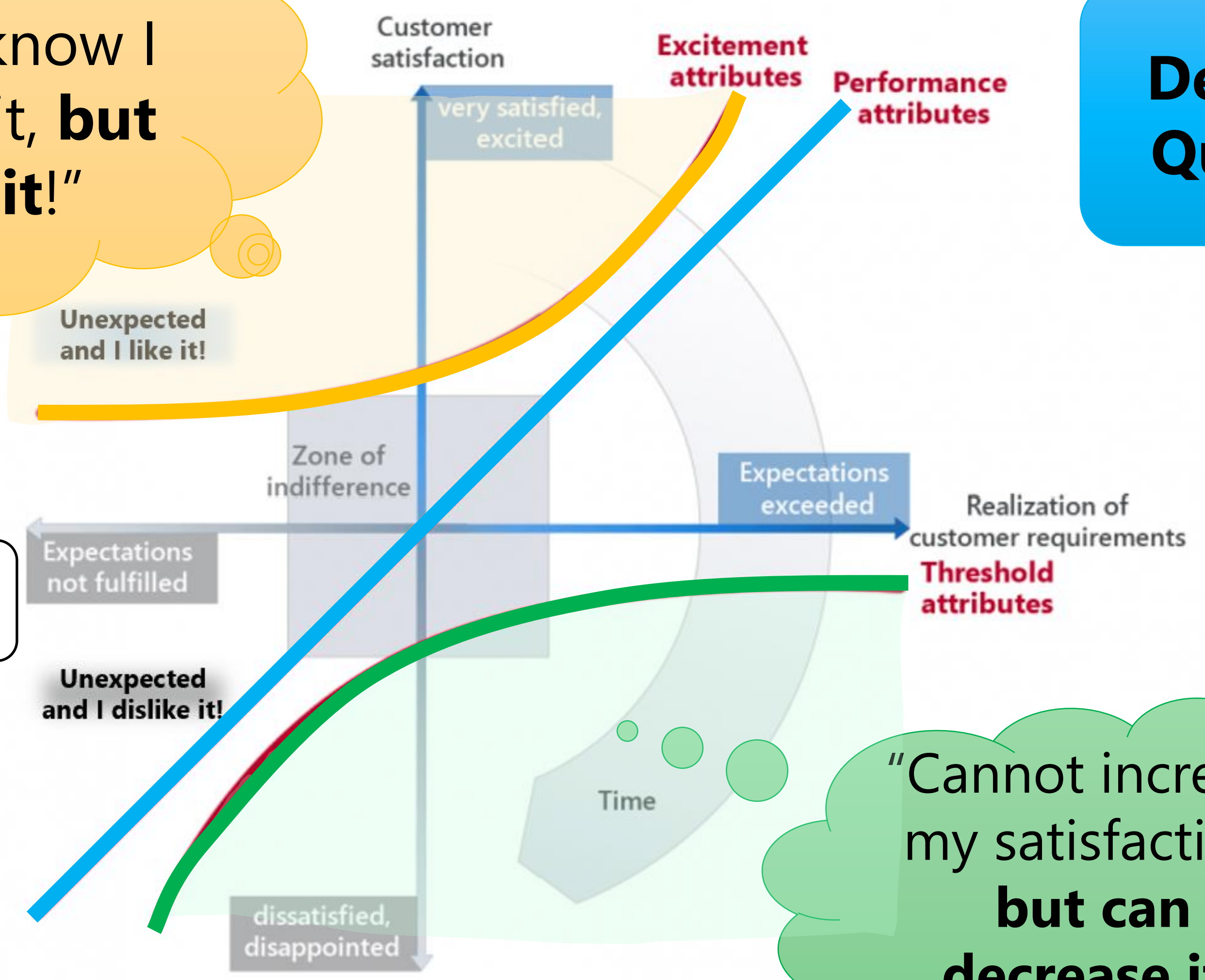
How might a business meet or exceed customer satisfaction?

Kano Model (#39): Satisfaction

“Didn’t know I wanted it, **but I like it**!”

Excited Quality

Desired Quality


Customer satisfaction
very satisfied, excited
Excitement attributes
Performance attributes
Unexpected and I like it!
Zone of indifference
Expectations exceeded
Realization of customer requirements
Expectations not fulfilled
Threshold attributes
Unexpected and I dislike it!
Time
dissatisfied, disappointed

X-Axis: Product/Service Performance Dimension

Y-Axis: Customer Satisfaction Dimension

Basic Quality

“Cannot increase my satisfaction, **but can decrease it**”

http://bit.ly/esmKano

Kano Model (#39): Satisfaction

Excited Quality

- **Delighters (excited by, unspoken)**
  - Unexpected features or characteristics that impress customers and earn the company "extra credit."
  - May become **expected quality** in the Future.
  - Associated to the Excitement Attribute line on the Kano graph

Desired Quality

- **Satisfiers (Should be, usually spoken)**
  - Standard features that increase or decrease satisfaction by their degree.
  - Associated to the Performance Attribute line on the Kano graph

Basic Quality

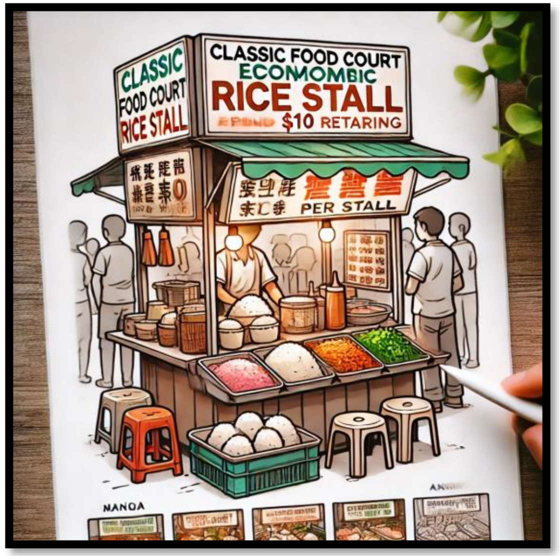
- **Dissatisfiers (Must be, usually unspoken)**
  - Usually, these are unspoken as is expected
  - A customer expects that their hotel room will be clean and have a comfortable bed.
  - Associated with the Threshold Attribute line on the Kano graph

Applying Kano Model

Meet **Seafood Delights Pte Ltd** a versatile food and beverage company operating in Singapore.

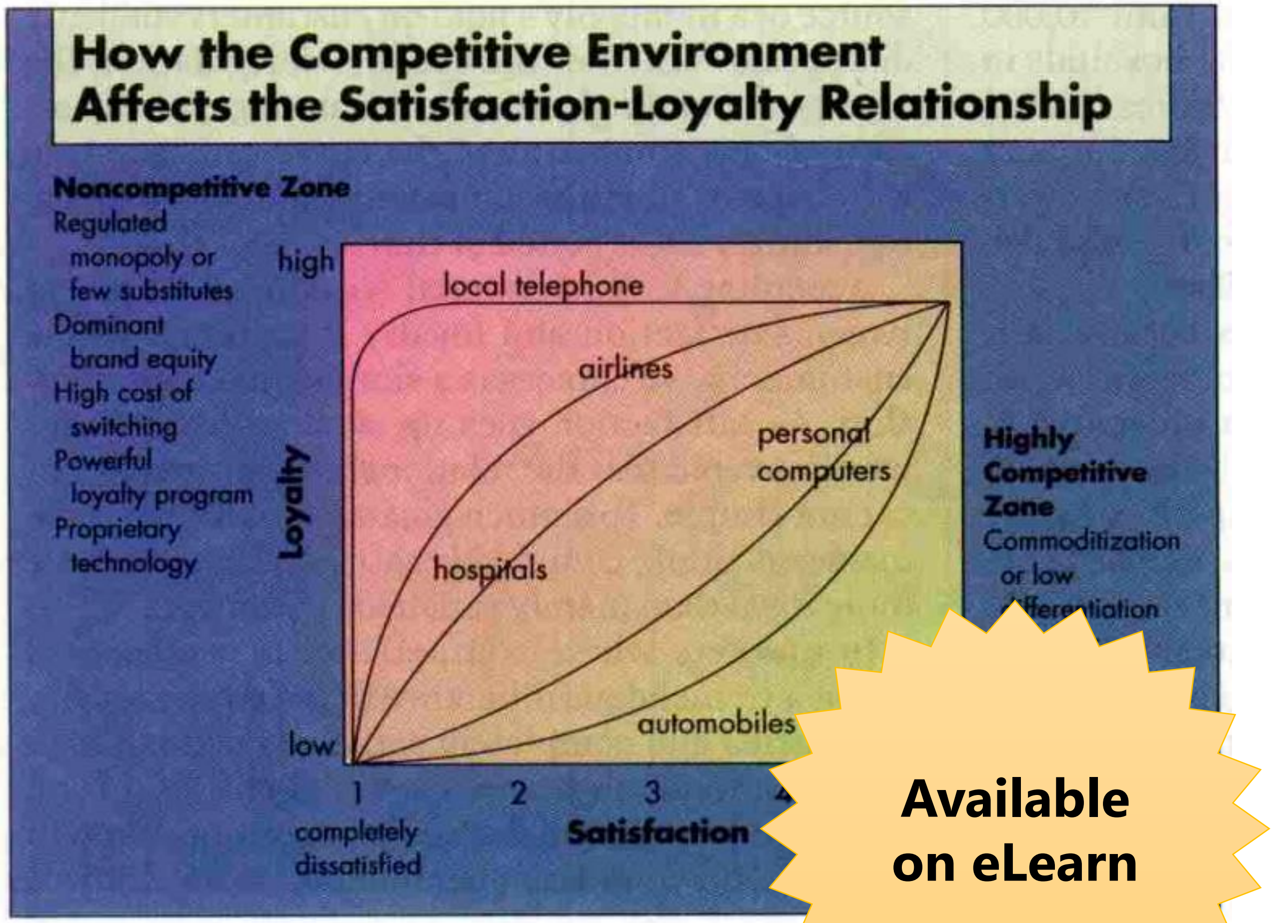
The company runs two distinct businesses:

1. An **economical rice stall** at Marina Bay Sands food court, offering affordable meals priced at around $10 per serving (compared to $5 at typical hawker centers).
2. A **high-end catering service** that caters to executive events and luxury functions at Marina Bay Sands.


CLASSIC FOOD COURT RICE STALL
CLASSIC FOOD COURT
ECONOMBIC
RICE STALL
$10 RETARING
PER STALL
NANOA

Apostle Model

Loyalty

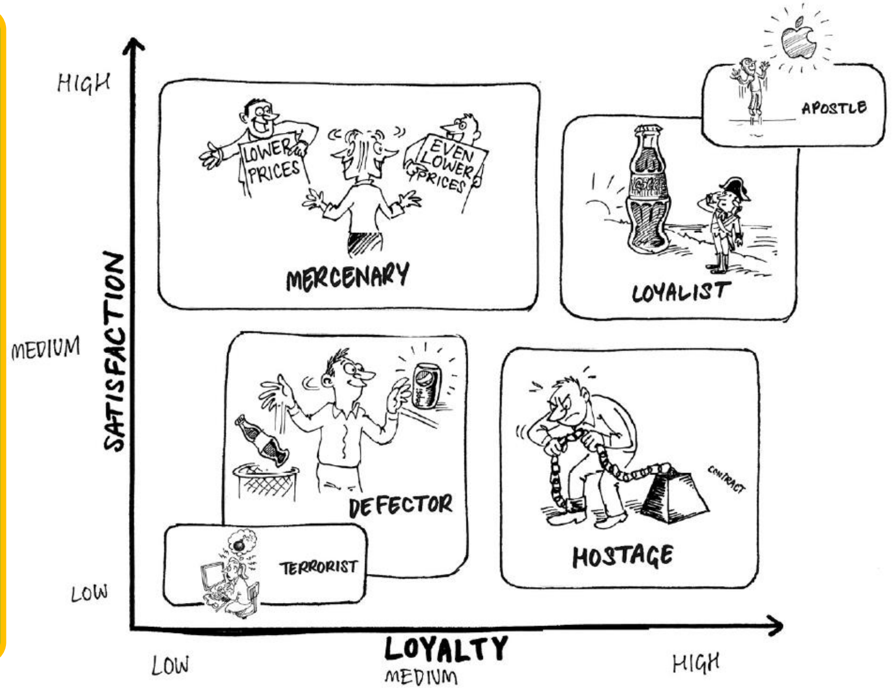


HARVARD BUSINESS REVIEW November-December 1995

Available on eLearn

Satisfaction

MODEL 42: Customer Loyalty, Thomas Jones and Earl Sasser (1995)


HIGH
MEDIUM
LOW
SATISFACTION
LOWER PRICES
EVEN LOWER PRICES
MERCENARY
APOSTLE
LOYALIST
DEFECTOR
TERRORIST
CONTRACT
HOSTAGE
LOYALTY
LOW
MEDIUM
HIGH

PROBLEM STATEMENT

What is the relationship between customer satisfaction and customer loyalty?

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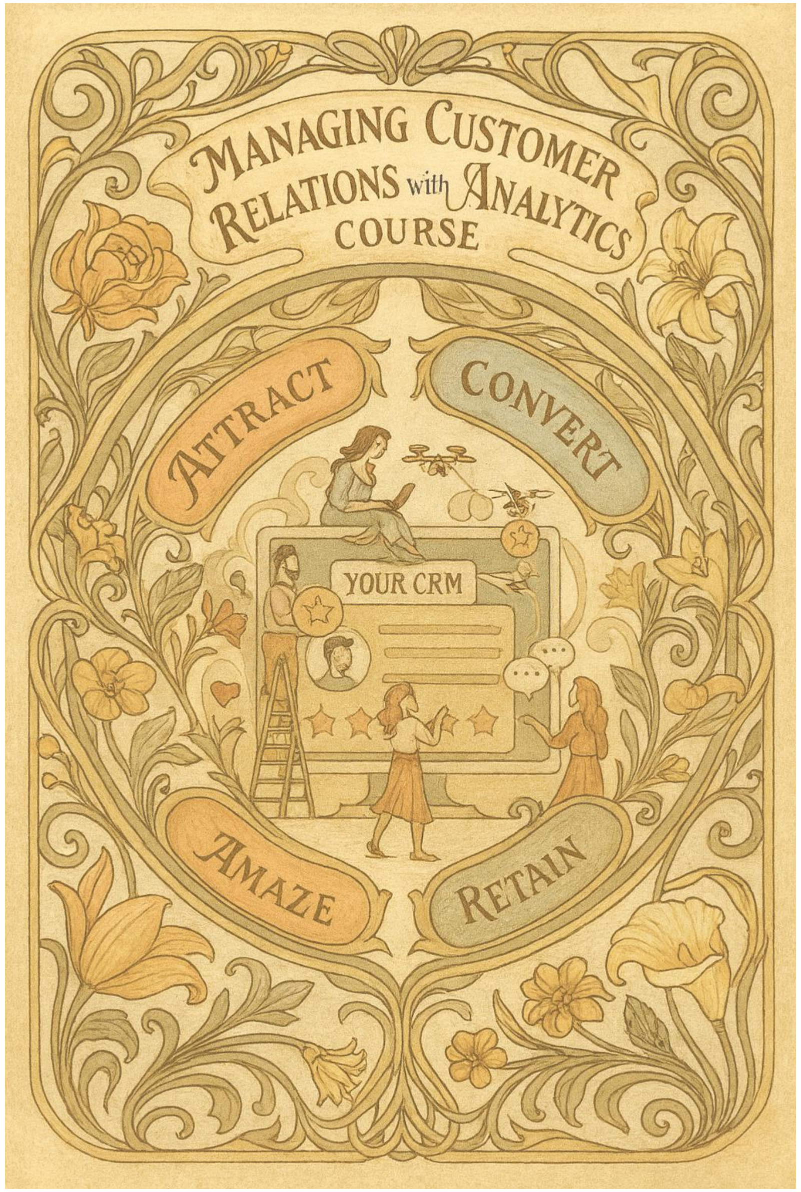

Managing Customer Relations with Analytics Course
Attract
Convert
Your CRM
Amaze
Retain

Perceived Consistent Good Quality

Journey to Satisfaction

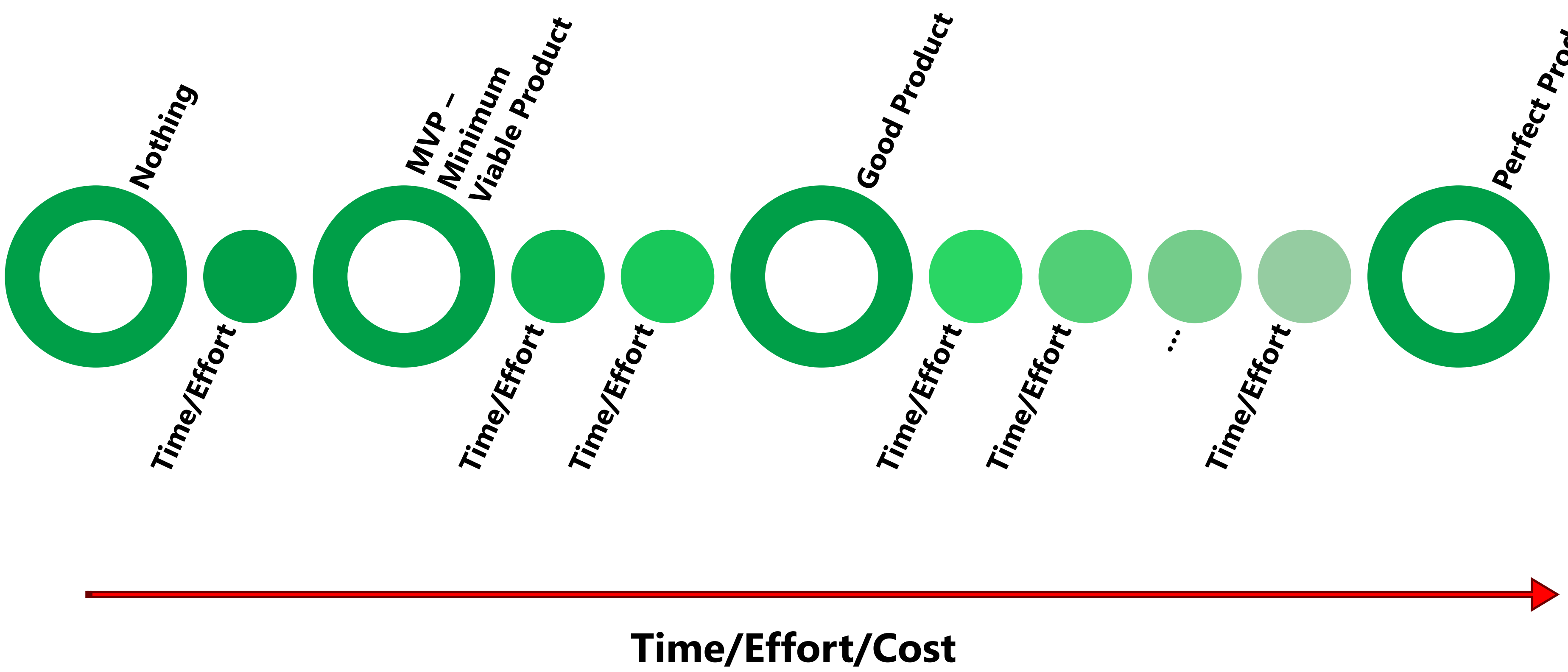
Perfect Product

Customers are satisfied whenever they consistently receive, in a timely fashion, a perfect product.

Perfect *as in thoroughly done,*
Zero (0) ***defects****.*

Timely *as at the right time,*
this conflicts with ***perfect****.*

Perfect is the enemy of good



Nothing

Time/Effort

MVP – Minimum Viable Product

Time/Effort

Time/Effort

Good Product

Time/Effort

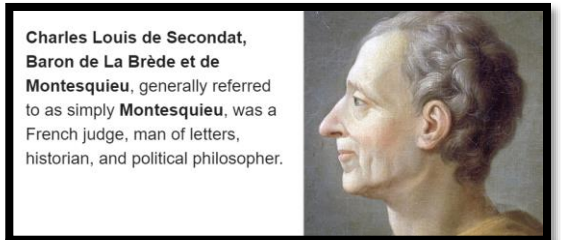
Time/Effort

…

Time/Effort

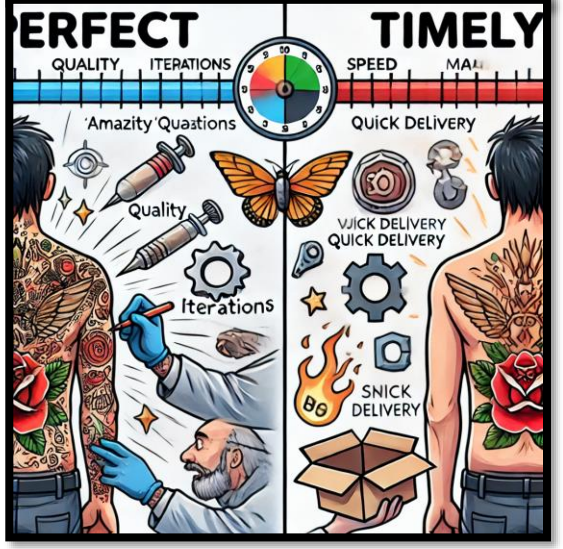
Perfect Product

Time/Effort/Cost



Charles Louis de Secondat, Baron de La Brède et de Montesquieu, generally referred to as simply **Montesquieu**, was a French judge, man of letters, historian, and political philosopher.

Perfect
is the enemy
of the
good.
- French philosopher Voltaire

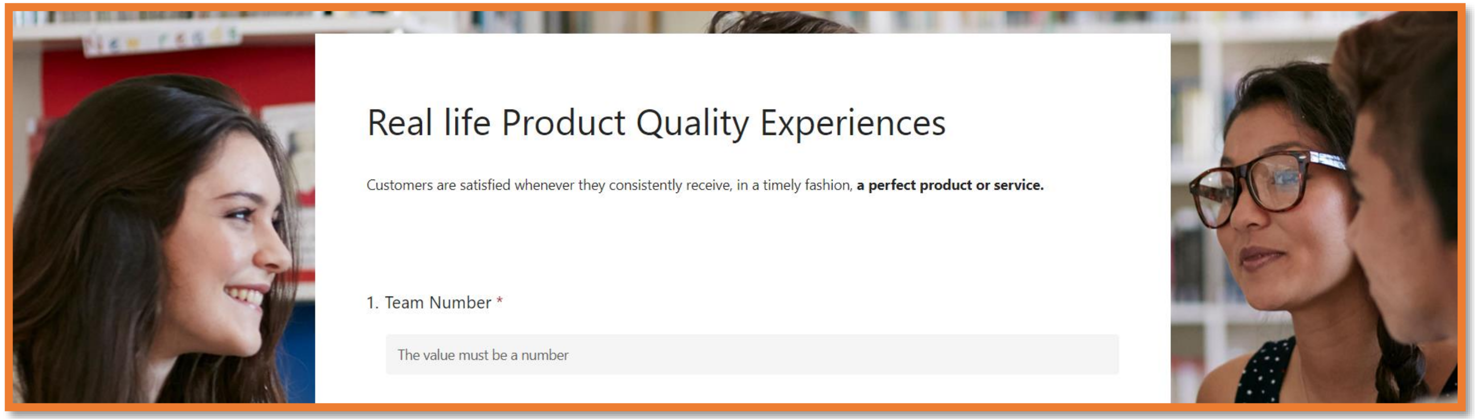

ERFECT
TIMELY
QUALITY
ITERATIONS
SPEED
MA
'Amazity'Quastions
Quick Delivery
Quality
VJICK DELIVERY
QUICK DELIVERY
Iterations
SNICK
DELIVERY

Around 1726, in his *Pensées*, Montesquieu wrote
"***Le mieux est le mortel ennemi du bien***"
(The best is the mortal enemy of the good)

Share with your team

Product Quality Experiences

https://forms.office.com/r/h29EePainL



Real life Product Quality Experiences

Customers are satisfied whenever they consistently receive, in a timely fashion, **a perfect product or service.**

1. Team Number *

The value must be a number

Real life Product Quality Experiences

5-10 minutes

Measuring Quality

How to measure Quality?

Why Quality Needs to be Measured

- In any process, whether it's manufacturing a product or providing a service, **ensuring high quality is essential**.
- Quality needs to be measured because it helps us understand how well we are meeting customer expectations and requirements.
- By measuring quality, we can identify areas for improvement, reduce waste, and enhance customer satisfaction.

In Six Sigma, quality problems are called defects, defined as anything outside a requirement

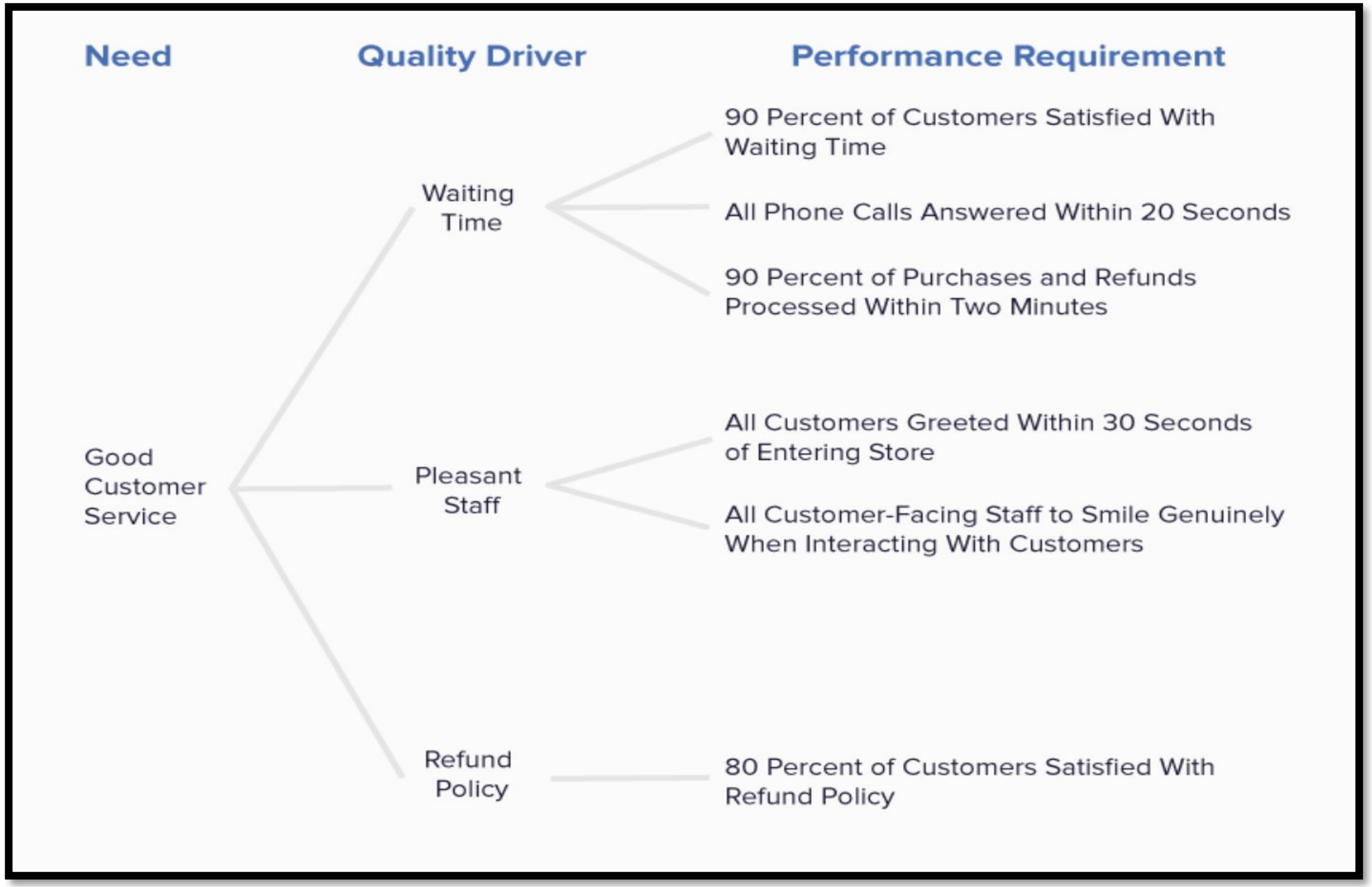
What are "Critical to Quality" (CTQs)?

- A defect is anything that doesn't meet a specific requirement. To measure and improve quality, Six Sigma focuses on key performance indicators known as "Critical to Quality" (CTQs).
- These are specific, measurable aspects of a product or process that are crucial to meeting customer requirements.

Six Sigma Framework: CTQ Trees

CTQ trees are a tool used to translate **broad customer needs** into **specific, measurable requirements** for a product or service. They help organizations understand what's truly important to customers and how to deliver on those priorities.

1. **Need**: This is the high-level customer requirement, often expressed qualitatively.
2. **Drivers**: These are the key factors that influence the customer's perception of quality for that need.
3. **CTQs** (Critical to Quality metrics): These are the specific, quantitative measurements used to assess performance for each driver.

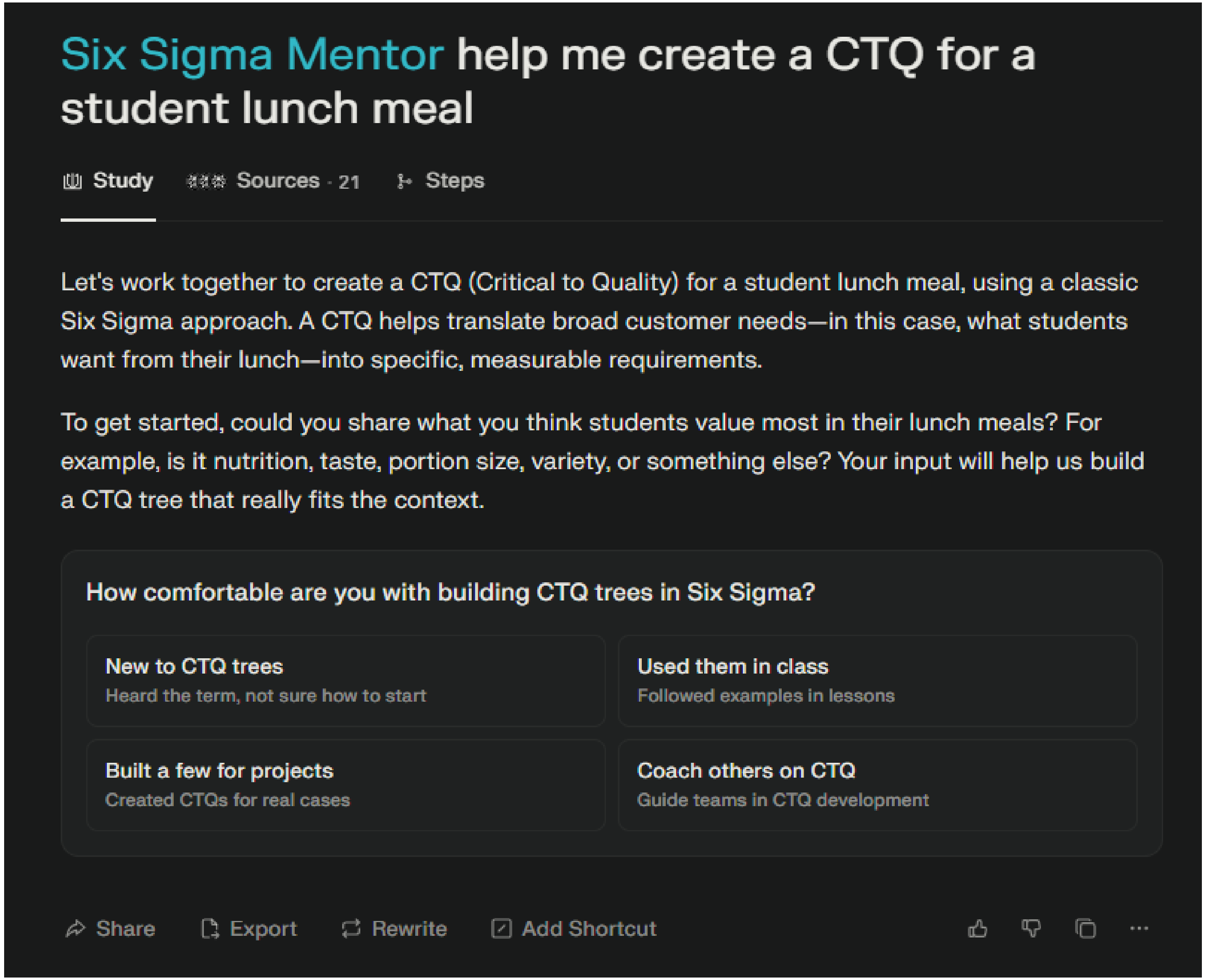

Need
Quality Driver
Performance Requirement
Good Customer Service
Waiting Time
Pleasant Staff
Refund Policy
90 Percent of Customers Satisfied With Waiting Time
All Phone Calls Answered Within 20 Seconds
90 Percent of Purchases and Refunds Processed Within Two Minutes
All Customers Greeted Within 30 Seconds of Entering Store
All Customer-Facing Staff to Smile Genuinely When Interacting With Customers
80 Percent of Customers Satisfied With Refund Policy

Qualitative
Need / Drivers

→

Quantitative
CTQs / Performance Requirement

CTQ – How to?



Six Sigma Mentor help me create a CTQ for a student lunch meal

Let's work together to create a CTQ (Critical to Quality) for a student lunch meal, using a classic Six Sigma approach. A CTQ helps translate broad customer needs—in this case, what students want from their lunch—into specific, measurable requirements.

To get started, could you share what you think students value most in their lunch meals? For example, is it nutrition, taste, portion size, variety, or something else? Your input will help us build a CTQ tree that really fits the context.

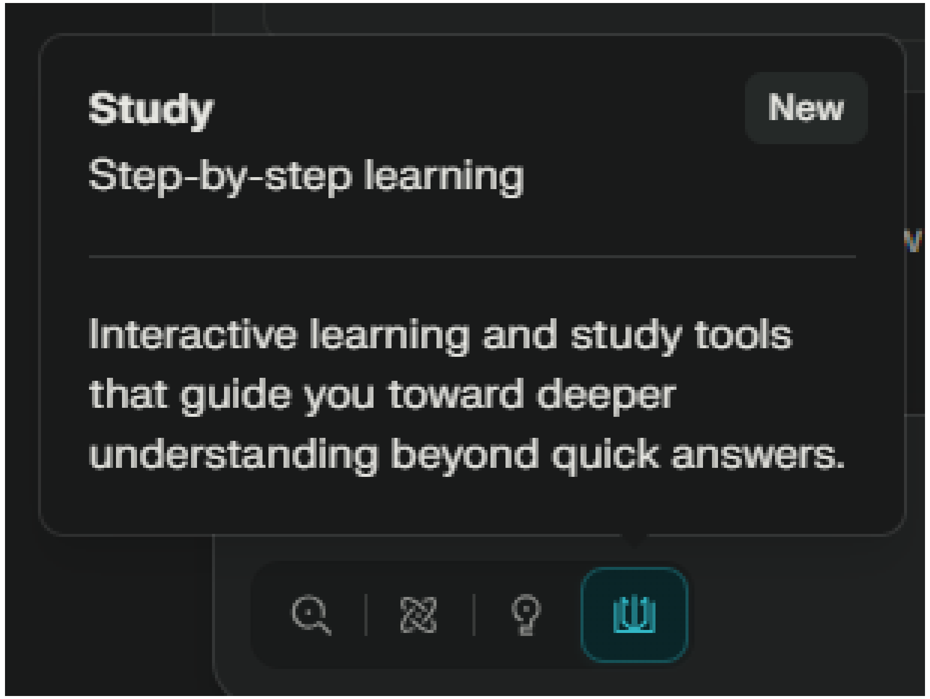
How comfortable are you with building CTQ trees in Six Sigma?

- **New to CTQ trees** Heard the term, not sure how to start
- **Used them in class** Followed examples in lessons
- **Built a few for projects** Created CTQs for real cases
- **Coach others on CTQ** Guide teams in CTQ development

In-Class Activity

Use the Six Sigma Mentor

- Use Study Mode



Study

New

Step-by-step learning

Interactive learning and study tools that guide you toward deeper understanding beyond quick answers.

Example of a CTQ Tree for an **Awareness Video**

Critical Need: **Effective Awareness Video**

Salesforce Visit (Optional)

Salesforce Office Visit (Oct 2025)

Agenda: Monday October 6th

Time	**Description**
10:00 a.m.	**Arrival and settling down**
10.15 a.m.	**Introduction to Salesforce**
10.30 a.m.	**Office tour**
11:00 a.m.	**Guest Speaker Yong Long**
11.30 a.m.	**Photo taking and send off**

https://forms.office.com/r/nGUKW0Gy5N

Reflection Form

Participation Points

- **We love to read your reflections on what we covered in our session today.** Taking a few moments to do this each week is a powerful learning tool.
- **It helps you grow:** Regularly reflecting helps sharpen your analytical skills, organize your thoughts, and spark new creative ideas.
- **It helps our class:** Your feedback is incredibly valuable and helps us improve the course for you in real-time.
- **It's part of your grade:** Timely submissions count toward your participation grade.
- **Short URL:** https://forms.office.com/r/kRb8vniULD

IS446 - MCRA Reflections (AY202526-T1)