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The future of facility
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ABSOLUTE POWER TO THE CUSTOMER?



Paul Iske on the paradigm shift in customer centralization

Paul Iske is professor of Open Innovation & Business Venturing at the School of Business and Economics of University Maastricht. He is also a speaker and consultant on innovative, durable and smart business models. At SEE 2016, Iske spoke about the paradigm shift in customer centralization: putting your customer first is outdated. We asked him how organizations can anticipate this paradigm shift.

Text: Brenda Heeringa

What does this shift mean exactly?

Even though many organizations put their customer's experience first, the result is often a letdown for the customer. This is how I explain it: organizations create an environment and place customers at the centre of it. So, from their point of view, they actually are putting the customer first. But customers are only interested in their own world. They want the organization's service to fit in with them. This is a shift in perspective: you don't look at the customer, but try to figure out how the customer looks at you.

Can you give an example of a perspective shift?

Currently customers need a user name and password for almost all websites to access their own information. When your services are based on the Qiy Scheme, customers control their own information — no matter where it's located. Your bank account details are at your bank, name and address details at the council, et cetera. When a random service organization needs certain customer data to deliver their services, the customer can give the organization a code to access this information. Qiy is the key. The customer places himself at the centre and gives service providers and suppliers access to his world.

So the customer determines what information he shares with organizations?

Exactly. A very good example is the new application Dappre, which is based on the Qiy Scheme. With Dappre you create secure connections with people, organizations and in the future even with things. You then decide what information you want to share and receive. This all happens without a traditional platform in between. It's a 1-to-1 connection where you can decide what you want to share with whom and for what period of time. For instance, you can subscribe to each other's contact details immediately. As a user I can grant access to another user or organization



by scanning a QR code. When a user gets a new phone number or email address, his or her contacts are automatically informed. This way, users only have to keep track of their own details — saving time and money. Organizations can transform CRM to CMR; Customer Managed Relation. It's expensive to keep track of all customer details, user names and more in several databases. An additional

advantage is that it's easy to deny access when necessary.

As an organization, how do you get and keep this access?

Organizations need to understand that if they fit into the customer's world, they have a higher chance of succeeding. You can already

see this happening between organizations: the provider's systems complement the receiver's systems. A bank now chooses to send a customer monthly credit card statements. If the customer wants one each week he's out of luck. The bank doesn't fit in the customer's world. If the bank changes the frequency or format of its supply of information to the wishes of the customer,

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ORGANIZATIONS THAT FIT IN THE CUSTOMER'S WORLD HAVE A HIGHER CHANCE OF SUCCEEDING

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they will make the customer happy and it will be easier for the bank to enter the customer's world.

Do organizations need to keep the wishes of every customer in mind?

That's a bit of a stretch, but it is possible to be more flexible when it comes to the customers' wishes. A good example here is Google, an organization that gets familiar with the individual based on his or her internet search history. When typing 'jaguar' one person will end up on a car website, another will find information about felines. Just like Google, organizations should place themselves in the individual's world.

How should they do this?

With customer journeys, for example. Try to get under your customer's skin. What does your customer see or experience, and what issues does he or she have? Try to optimize from that perspective. Once the organization sees things from the customer's perspective, both organization and customer will be able to understand each other better. Creative and innovative organizations have a better chance at improving and getting a better relation with the customer. When organizations step into the customer's world and create enthusiasm and loyalty, they can innovate together with the customer. If the trust between the two is good, it's not the end of

the world when an innovation fails. When the organization works from a client-managed relations perspective, the customer will be more willing to forgive. He knows that the organization doesn't do things out of self-interest, because they deliver services that put the customer first.

How will the importance of a relation between customers and organizations change?

New technologies such as blockchain, the technique behind the bitcoin, will make it unnecessary for organizations to know everything about their customers. Everything will be recorded in a large internet database. Interference from a third party, like a bank, is no longer needed. Customers and organizations can settle the transaction between themselves. Soon, customers can profile themselves anonymously and determine what they want to share. The organization will take out a so-called subscription on the customer and accepts the terms and conditions the customer has set for exchanging data. A paradigm shift that brings back the human dimension in the digital world. 