

INDUSTRY &gt; Citrus Production

# VOICE OF THE CUSTOMER TRANSFORMATION

## THE HIGHLIGHTS

The company prioritized understanding customer needs to maintain competitiveness. Limited insights outside sales hindered cross-functional communication. **An initiative was launched to integrate the customer's voice across the organization** through interviews and workshops.

Leadership's commitment to a customer-focused approach emphasized employee involvement in **Voice of the Customer (VOC) initiatives** for enhanced customer centricity. **This strategic shift required detailed organizational redesign and fostered strengthened internal communication and collaboration.**

## THE HEADLINES

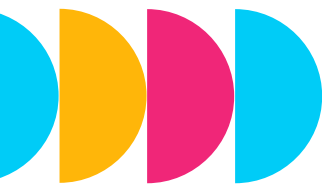


Organizational redesign  
created with detailed  
journey map



Strategy change  
to focus on  
"Path to Customer"





## SITUATION

To secure its position as the preferred "partner of choice," the company prioritized internalizing the **Voice of the Customer (VOC)**. This strategic shift aimed to sustain competitiveness and consistently satisfy customers and consumers. However, customer insights remained largely confined within the Sales department, **lacking formalization and consistency**. This organizational siloing hindered comprehensive understanding and cross-functional communication.

## PROBLEM

- Limited customer information shared outside Sales
- Informal, inconsistent data gathering
- Lack of cross-functional communication
- Unclear understanding of customer needs

## SOLUTION

An improvement initiative commenced to understand the Voice of the Customer. Through interviews, **feedback was gathered on various topics** including service, pricing, quality, and communication. Customers provided candid input, surprising the executive team. **A one-day workshop** collated and presented this information, initiating an improvement plan to drive change. The workshop identified value drivers crucial to customers and brainstormed initiatives to leverage strengths, address weaknesses, and develop new capabilities. This commitment led leadership to **transition the company to a customer-focused approach**, emphasizing the importance of all employees internalizing the VOC for increased customer centricity.

## BENEFIT

- "Path to the Customer" strategy shift
- Detailed journey map for organizational redesign
- Strengthened internal communication and collaboration
- Enhanced ability to engage effectively with customers

