



The North American Conference on
**CUSTOMER
MANAGEMENT**

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Disneyland Hotel, Anaheim, CA

putting the customer at the heart of the business

**The North American Conference on Customer Management
(NACCM) www.ecsw.com/naccm
Fast Guide**

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**Try Reverse Engineering Your Customer Service or
Customer Experience**

Phil Dourado writes:

The US customer consultant Rob Lawton helped the State of Missouri's revenue department reduce their customer tax refund turnaround time from 45 days to just 2 days, by switching from product-focused to customer-focused thinking. They re-wrote, from the customer's perspective, their tax refund claim form and their process for accepting and responding to the forms.

Rob says the way to start is to pick one product of yours and reverse engineer it from the customer's point of view, and see what benefits you can achieve. 'Reverse engineering' is a phrase from the 1980s that was coined to describe how a competitor can take one of your products and break it down (literally take it apart) to see how you made it, so they can copy it.

The power of 'reverse engineering' thinking is that instead of seeing a service or product from your – the supplier's – point of view, you step into the customer's shoes and start by seeing the finished product or service or experience from THEIR point of view, break it down into its component parts, and rebuild it in a way that makes sense for the customer. You step outside the process, in other words, and see it from the outside.

'Experience engineering' is a phrase coined by the US consultant Lou Carbone, who has great experience in this area. Try thinking of what you do using that language and from that perspective and see where it takes you.

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