# STRATEGY / MARKET

Customer Profiles

Customer Profiles are documented articulations of the target customers for each of a company's offerings. Customer profiles include detailed descriptions of a target customer, including his or her needs, buying habits, demographic characteristics, etc.

Current State Level 1
There are no customer profiles.

Improvement Actions:
- The development team should articulate the target customers for each of the company's offerings.
- The development team should create a documented customer profile for each target customer that provides a clear and detailed visualization of the customer.
- The development team should use the customer profiles to inform the development of the company's offerings.
- The marketing and sales teams should use the customer profiles to shape messaging and determine sales activities that will resonate with the target customers.
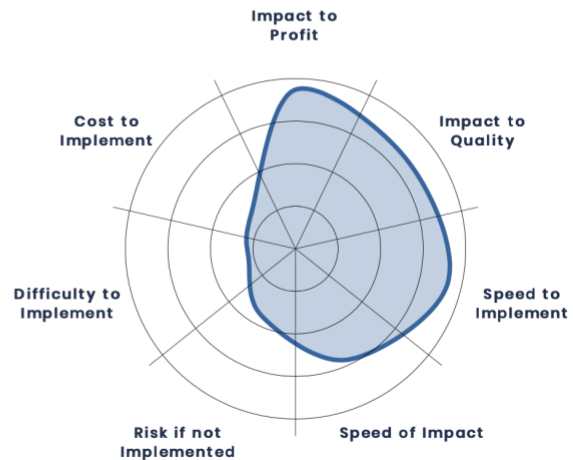
Failure Points Reduce Profit

As a business owner or an executive, failure points are those items that block your business and prevent the company from growing profits.

Recently, I performed a 360 degree business assessment on the hospital. The beautiful thing about this assessment is that ALL of the decision makers in the company take the assessment at the same time in the same room. The algorithm format requires all the decision makers at the table to agree on a level prior to continuing. The result of each of the 46 categories that are assessed in the tool rank from 1 to 5.

Is a rank of 1 to 5 all you need in an assessment?

The answer is a resounding No. Data is great and data is objective. However, there is always a story behind the data. When performing the assessment for the hospital, prior to pulling the report, I knew there was a problem customer profiles. After the assessment was completed, additional information was shared. In this case, the demographic information was a complete surprise to the executives at the table.

I supplied the 2020 Census to the team and their first comment was that there was no way the census was correct. The executives stated that their primary customer was over the age of 65. They were convinced this meant that the primary age group in the county was also 65. In fact, the opposite was true. Only about 20% of the population is over the age of 65. Population

under the age of 18 is 23%. This means that 57% of the population is working age adults. On the assessment, one of the lower scores this hospital received was identifying their customer profile. The assessment and the conversation revealed a significant failure point.

Did the data gather stop there?

The data gathering did not stop there. Following the assessment, the team continued to discuss the choices in the algorithm that they chose. The discussion kept coming back to the customer profile. One of the executives began discussing how he and his peers with children are annoyed that they drive their children for over an hour to a close major city to be able to go to a pediatrician. They drive up for school sport examinations, well child visits, etc. One of the items discussed during the meeting is that children can be seen by family practitioners. The young executive at the table acknowledged that many in the county may not know this but stated that there are still many parents that would prefer to go to a pediatrician.
The discussion veered to other specialties that the executives would like to see in the county regularly. One of the items on the new strategic plan included finding ways to bring in specialties for one or more days a week.

One of the strengths of an assessment should be the consultant sitting and listening. More can be gleaned from listening and taking notes than on a formal assessment alone. If not for sitting and listening while the team were discussing the assessment with each other, a significant portion of the strategic plan would not have been developed.

I used the information from research of rural hospitals to help define a strategy for how to obtain specialty services such as pediatricians, internal medicine, dermatology, etc. I helped them find solutions not only around specialty physicians but other opportunities that the hospital was missing. I have used my network or resources to help them find the people and the government systems that can help this hospital modernize and expand their services to incorporate care for everyone in the county.

Several failure points have been solved here:

> Failure Pont 1: Identifying their customer based on the census

> Failure Point 2: Parents are taking time off work to drive the kids to the city for pediatric appointments meaning specialties are not within a 30-minute drive (a quality point)

> Failure Point 3: Losing revenue for multiple companies while parents take the paid time off to take their children to the pediatrician

> Failure Point 4: No provision of services for 57% of the population with insurance (working adults)

Failure Point 5: Focusing on family practitioners when parents want pediatricians or are unaware that they can use a family practitioner

Failure Point 6: Focusing on family practitioners when many working adults want internal medicine

I want to highlight that this was just 1 of the 46 results in this assessment and was addressed on the new three-year strategic plan.