

LD7-02 Las expectativas de nuestros clientes

16 de enero de 2007

Estimados suscriptores:

Cuando tomamos decisiones en nuestras organizaciones frecuentemente incluimos (o debiéramos incluir) entre nuestros objetivos "satisfacer a los clientes", "superar las expectativas de los clientes" y expresiones similares. Sin embargo, para poder alcanzar ese objetivo es valioso ser más específico respecto a cuales son esas expectativas de los clientes.

Desde luego, cada producto o servicio tiene su mercado y los clientes que lo componen tienen expectativas específicas, y un buen (y caro) estudio de mercado nos pueden decir cuales son esas expectativas.

Otro enfoque es considerar un conjunto de expectativas generales y, en base a nuestro conocimiento de los clientes, convertirlas en plausibles expectativas específicas de nuestros clientes. Y verificar esas expectativas con algunos clientes reales nos ayudará a validar y redondear el conjunto.

James Womack y Daniel Jones en su libro "Lean Solutions: How Companies and Customers Can Create Value and Wealth Together" abordan como eje de su trabajo seis expectativas generales de los clientes:

1. Resuelve mi problema completamente.
2. No desperdicias mi tiempo.
3. Provee exactamente lo que deseo.
4. Entrega resultados valiosos donde los quiero.
5. Provee resultados valiosos cuando los quiero.
6. Reduce el número de decisiones que debo tomar para resolver mis problemas.

Estas son las seis demandas implícitas que Womack y Jones consideran que los clientes plantean a sus proveedores, y a partir de esa estructura desarrollan sus recomendaciones para generar "soluciones esbeltas".

Con respecto al sexto punto, los autores están implicando que es valioso que tomemos buenas decisiones para simplificar el proceso de decisión del cliente.

Les anexo un fragmento de la reseña que Peter Han hace del libro en Amazon. Espero que les guste.

Mis mejores deseos.

Roberto Ley Borrás

Lean Solutions: How Companies and Customers Can Create Value and Wealth Together (Hardcover) by James P. Womack, Daniel T. Jones

Editorial Reviews. Amazon.com

James Womack and Daniel Jones are well-recognized contributors to the lean-business movement. *Lean Solutions* is the consultants' fifth book together, following earlier works like *Lean Thinking* and *The Machine That Changed the World*, and springs as before from their keen interest in Japanese business methods and philosophy. What compels them to write yet another book, though, given the well-established literature on lean business?

The authors offer an intriguing description of their mission at the beginning of this latest book. Principles of lean design have in fact been adopted by many Western businesses, they acknowledge, and manufacturing quality has steadily risen as a result. Yet customers remain often dissatisfied with their experiences. The cause? To Womack and Jones, the answer rests in a myopic application of lean business principles: companies have successfully improved their manufacturing and product-development environments, but they have not had a large enough view of the overall customer relationship, and of the need for leanness in all aspects of companies' interactions with customers.

Put another way: in *Lean Solutions*, readers find a new and much broader conceptualization of how lean-business methods--which, to be fair to Womack and Jones, have evolved so that they can claim a global heritage as much as a Far Eastern one--might apply across entire customer experiences, rather than just manufacturing processes. The structure of *Lean Solutions* centers on 6 requests that the authors believe customers implicitly demand from their vendors:

"Solve my problem completely;
don't waste my time;
provide exactly what I want;
deliver value where I want it;
supply value when I want it; and
reduce the number of decisions I must make to solve my problems."

With a compelling mix of case studies, and illuminating thought experiments in industries ranging as widely as shoe manufacturing, health care delivery, auto repair, and grocery shopping, Womack and Jones walk readers through careful explanations of how lean thinking might be expanded beyond the factory floor to broader business problems. *Lean Solutions* isn't for all readers. It rests on an appreciation of the large cumulative effects that many small processes can have on business, and it requires patience from those who want to learn the secrets of lean business. --Peter Han