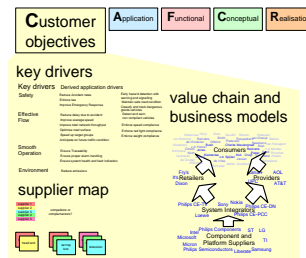


The customer objectives view

-



Gerrit Muller

University of Southeast Norway-NISE

Hasbergsvei 36 P.O. Box 235, NO-3603 Kongsberg Norway

gaudisite@gmail.com

Abstract

The purpose of the customer objectives view is described. A number of methods or models is given to use in this view: customer key drivers to understand the essentials, value chains and business models to understand the position of the customer and a supplier map to understand the supply side of the customer.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

All Gaudí documents are available at:
<http://www.gaudisite.nl/>

version: 0.3

status: preliminary draft

June 5, 2018

1 Introduction

The customer objectives view describes the goals of the customer, the **what**. The goal of articulating these objectives is to better understand the needs and therefore to be able to design a better product.

In searching the objectives some focus on the product is needed, although the architect must keep an open mind. The architect must prevent a circular reasoning, starting from the product functionality and, blinded by the product focus, finding only objectives matching with this same functionality.

Ideally the trade-offs in the customer domain become clear. For instance what is the trade-off between performance and cost, or size and performance or size and cost. The key driver method articulates the essence of the customer needs in a limited set of drivers.

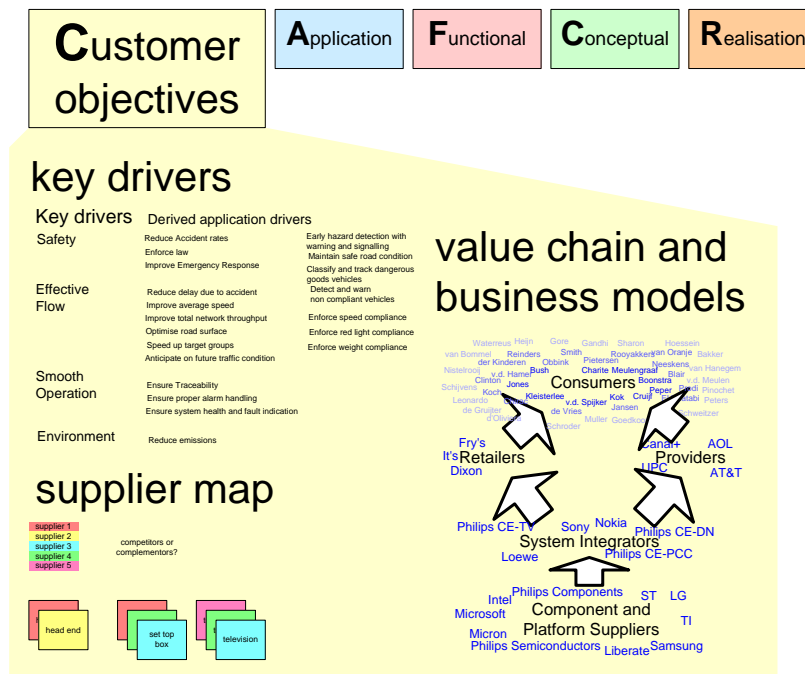


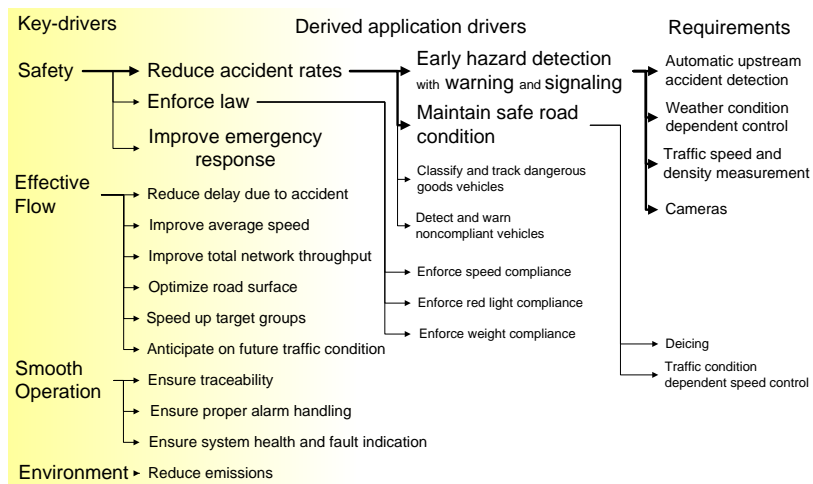
Figure 1: Overview of Customer Objectives View methods

The customer is often driven by his context. Some of the models and methods described here address ways to understand the customer context, such as value chains and business models. Value chains and business models are used to address the customer's customer. The supplier map addresses the supplying side of the customer.

Figure 1 shows an overview of the methods in the customer objectives view.

2 Key drivers

The essence of the objectives of the customers can be captured in terms of customer key drivers. The key drivers provide direction to capture requirements and to focus the development. The key drivers in the customer objectives view will be linked with requirements and design choices in the other views. The key driver submethod gains its value from relating a few sharp articulated key drivers to a much longer list of requirements. By capturing these relations a much better understanding of customer and product requirements is achieved.



Note: the graph is only partially elaborated for application drivers and requirements

Figure 2: Example of the four key drivers in a motorway management system

Figure 2 shows an example of key drivers for a motorway management system, an analysis performed at Philips Projects in 1999.

Figure 3 shows a submethod how to obtain a graph linking key drivers to requirements. The first step is to define the scope of the key driver graph. For Figure 2 the customer is the motorway management operator. The next step is to acquire facts, for example by extracting functionality and performance figures out of the product specification. Analysis of these facts recovers implicit facts. The requirements of an existing system can be analyzed by repeating *why* questions. For example: “Why does the system need *automatic upstream accident detection*?”. The third step is to bring more structure in the facts, by building a graph, which connects requirements to key drivers. A workshop with brainstorms and discussions is an effective way to obtain the graph. The last step is to obtain feedback from customers. The total graph can have many n:m relations, i.e. requirements

• Define the scope specific.	in terms of stakeholder or market segments
• Acquire and analyze facts	extract facts from the product specification and ask why questions about the specification of existing products.
• Build a graph of relations between drivers and requirements by means of brainstorming and discussions	where requirements may have multiple drivers
• Obtain feedback	discuss with customers, observe their reactions
• Iterate many times	increased understanding often triggers the move of issues from driver to requirement or vice versa and rephrasing

Figure 3: Submethod to link key drivers to requirements, existing of the iteration over four steps

that serve many drivers and drivers that are supported by many requirements. The graph is good if the customers are enthusiastic about the key drivers and the derived application drivers. If a lot of explaining is required then the understanding of the customer is far from complete. Frequent iterations over these steps improves the quality of the understanding of the customer's viewpoint. Every iteration causes moves of elements in the graph in driver or requirement direction and also causes rephrasing of elements in the graph.

• Limit the number of key-drivers	minimal 3, maximal 6
• Don't leave out the obvious key-drivers	for instance the well-known main function of the product
• Use short names, recognized by the customer.	
• Use market-/customer- specific names, no generic names	for instance replace "ease of use" by "minimal number of actions for experienced users", or "efficiency" by "integral cost per patient"
• Do not worry about the exact boundary between Customer Objective and Application	create clear goal means relations

Figure 4: Recommendations for applying the key driver submethod

Figure 4 shows an additional set of recommendations for applying the key driver submethod. The most important goals of the customer are obtained by limiting the number of key drivers. In this way the participants in the discussion are forced to make choices. The focus in product innovation is often on differentiating features, or unique selling points. As a consequence, the core functionality from the customer's point of view may get insufficient attention. An example of this are cell phones that are overloaded with features, but that have a poor user interface to make connections. The core functionality must be dominantly present in the graph. The naming used in the graph must fit in the customer world and be as specific as possible. Very generic names tend to be true, but they do not help to

History

Version: 0.3, date: November 11, 2004 changed by: Gerrit Muller

- replaced Figure keydriver recommendations by methods figure and separate recommendation figure.

Version: 0.2, date: July 8, 2002 changed by: Gerrit Muller

- updated figure supplier map

Version: 0.1, date: July 3, 2002 changed by: Gerrit Muller

- updated key driver figure
- updated figure supplier map

Version: 0, date: March 26, 2002 changed by: Gerrit Muller

- Created, no changelog yet