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"Keep the end customer in mind"

The common slogan among HR folks for a while had been that everyone needed strong 'people orientation'. Then came the concept of business partnerships as propounded by HR management guru Dave Ulrich. Now the task is to be 'business oriented'. Being 'business oriented' for HR in any organisation means keeping the end customer in mind while taking care of the employ-

ees who are the internal customers.

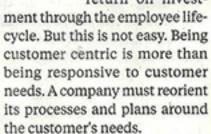
Customer centricity involves describing an organisation that is operated
from a customer's
point of view. Rather
than developing new
products and
attempting to convince consumers to
purchase them, a
customer-centric
firm develops products and services that
the customer needs.

For HR too, this means designing and nurturing an organisation with an outside-in approach that needs to be aligned as a strategic priority of the business.

A few things are key in designing a customer-centric organisation. First, structure it around the end customer and not the product; second, involve the customer in the design process to ensure proper alignment. Finally, empower the front line staff. Simultaneously, the communication mechanism, the incentive and reward system and the overall employer value proposition (EVP) must clearly spell out the approach to attract the right talent and ensure focused delivery of results.

A clear EVP helps you understand your HR priorities and work out the HR agenda accordingly. Most companies with a

> good EVP do not have to engage in the war for talent and pay a premium to attract it. Skilled talent is almost always attracted to them. A good EVP is the driver of employee engagement, recruitment and retention. For business overall, a customer centric EVP has a positive impact on the return on invest-



To begin with, the mindset and skills of the HR teams need to undergo change. Once they are re-skilled, only then can they partner with and support business and the end customers.



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