

# Our Publishing Story of Customers' Choice

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**"If I had asked people  
what they wanted,  
they would have said  
faster horses."**

Henry Ford



By listening to our customers we  
are navigating change in  
educational publishing



# Agenda

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- A word about FA Davis
- Disruptive is the new predictable
- Listening to customers
- Who are our customers?
- Insight is the foundation for solutions



# A word about FA Davis Company

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“Our commitment to student needs, in turn serves the role of the educator and the practice of the clinician as one facilitates the preparation of the other. ”

-Robert H. Craven, Jr  
Owner and President

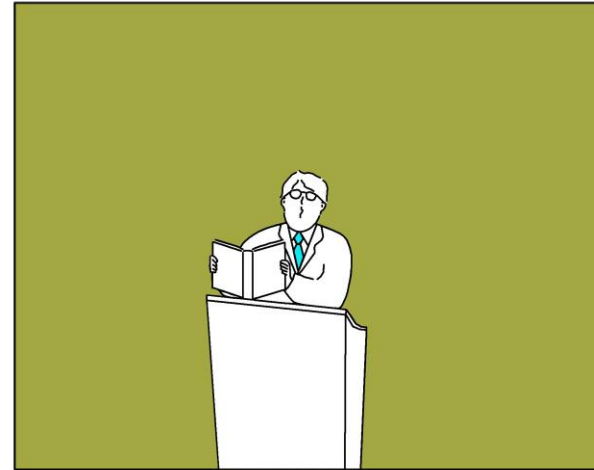


# Disruptive is the new predictable

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“The challenge the big book publishers are facing is that a perfect industry is being replaced by one filled with chaos and opportunity.”

-Seth Godin, *The Domino Project*



“The text for this course is available at the college bookstore and on iTunes in a choice of designer colors.....avocado, sienna, peach, indigo, Mediterranean, and sunburst.”

CartoonStock.com

# Listening to customers

- We want to know what customers actually do with our products
- We want to know the causal mechanism for making their decisions





“radical innovators are deeply empathetic; they understand—and feel—the unvoiced need of customers.”

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[Peter Skarzynski and Rowan Gibson, *Innovation to the Core*, 69.]

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**“My team has created a very innovative solution,  
but we’re still looking for a problem to go with it.”**



# We've learned that we need to build for our customers' world

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"It works great, but do you really think there's a market for a self-heating hot fudge sundae?"

# Who are our customers?

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The ones  
that  
choose?

The ones  
that use?

The ones  
that buy?

The ones  
that say  
no?

# Insight is the foundation for solutions

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- The customer's circumstance
- What they want to accomplish
- Their underlying consequences





# Building solutions

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- Work in progress
- Experimenting



# Summary

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- FA Davis is taking constructive actions to understand the contemporary educational environment
- Our customers are as diverse as their choices, and that changes daily
- Solutions are possible if we innovate

# Questions?

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# Additional slides not used

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# Customer Centricity and Why It Matters

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- Give your customers what they want(?)
- First, know your focal customers---
- understand your customers at the granular level
- Differentiate customers /customer segments who are valuable from the ones who aren't
- <http://knowledge.wharton.upenn.edu/article/peter-fader-on-customer-centricity-and-why-it-matters/>

# Loyalty and Growth

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- When customers act as references, they do more than indicate that they've received good economic value from a company; they put their own reputations on the line. And they will risk their reputations only if they feel intense loyalty.
- <https://hbr.org/2003/12/the-one-number-you-need-to-grow>
- [http://www.loyaltyrules.com/loyaltyrules/acidtest\\_overview.html](http://www.loyaltyrules.com/loyaltyrules/acidtest_overview.html). Loyalty Acid Test
- An operating management tool
- But a customer's willingness to recommend to a friend results from how well the customer is treated by frontline employees, which in turn is determined by all the functional areas that contribute to a customer's experience.