

**KEY FACTORS THAT DRIVE A SUCCESSFUL SHIFT OF
PRODUCT-TO-CUSTOMER CENTRIC IN DIGITAL
TRANSFORMATION CONSULTING FIRM: A CASE
STUDY OF DELOITTE CONSULTINGTHAILAND**



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**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2024**

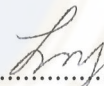
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Thematic paper
entitled
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THAILAND**


was submitted to the College of Management, Mahidol University
for the degree of Master of Management

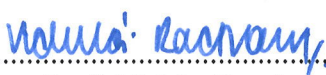
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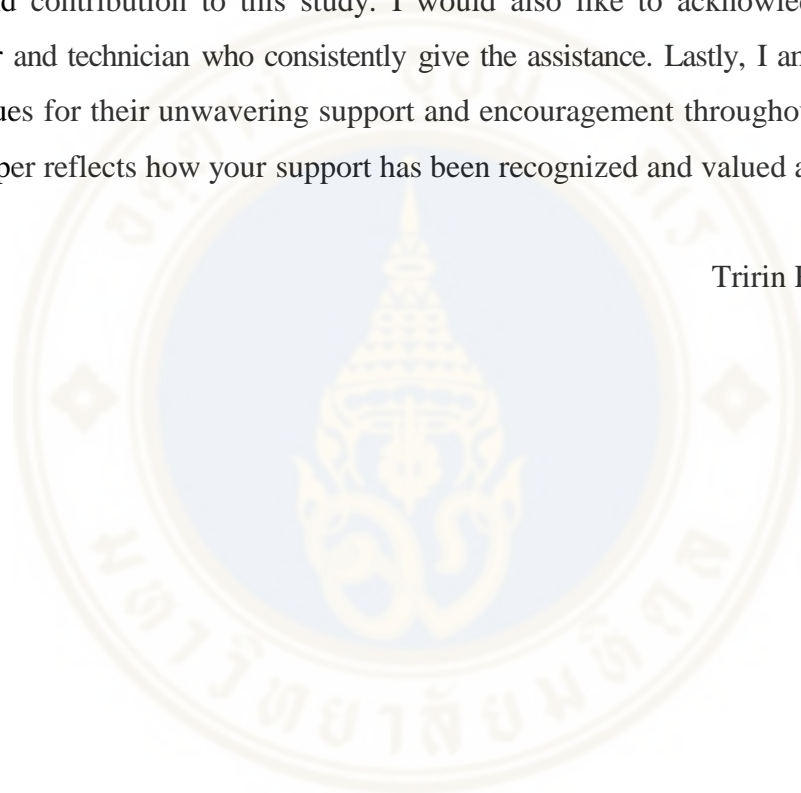

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ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to Professor Winai for his inspiring guidance, invaluable insights, and continuous support throughout this thematic paper journey. Special thanks to all the participants who generously volunteered their time and contribution to this study. I would also like to acknowledge the CMMU educator and technician who consistently give the assistance. Lastly, I am indebted to my colleagues for their unwavering support and encouragement throughout this endeavor. This paper reflects how your support has been recognized and valued as much as I do.

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ABSTRACT

In the evolving landscape of consulting firms amidst digitalization, there has been a remarkable shift from traditional product-oriented approaches to a customer-oriented paradigm. This transformation responds to escalating client demands for strategic digital solutions that seamlessly integrate technological advancements into business operations. This paper examines Deloitte Consulting Thailand as a case study, underlying how their transition has fostered significant growth during the digital transformation era. Emphasizing the noteworthiness of customer-centricity, the research further investigates mechanisms for collecting and leveraging customer data to magnify service delivery and satisfaction. By integrating insights from current literature, this research accentuates the strategic importance of prioritizing customer needs as a fundamental layer for competitive advantage in today's digital economy.

KEY WORDS: DIGITAL TRANSFORMATION/ CONSULTANCIES/ CUSTOMER-CENTRICITY

24 pages

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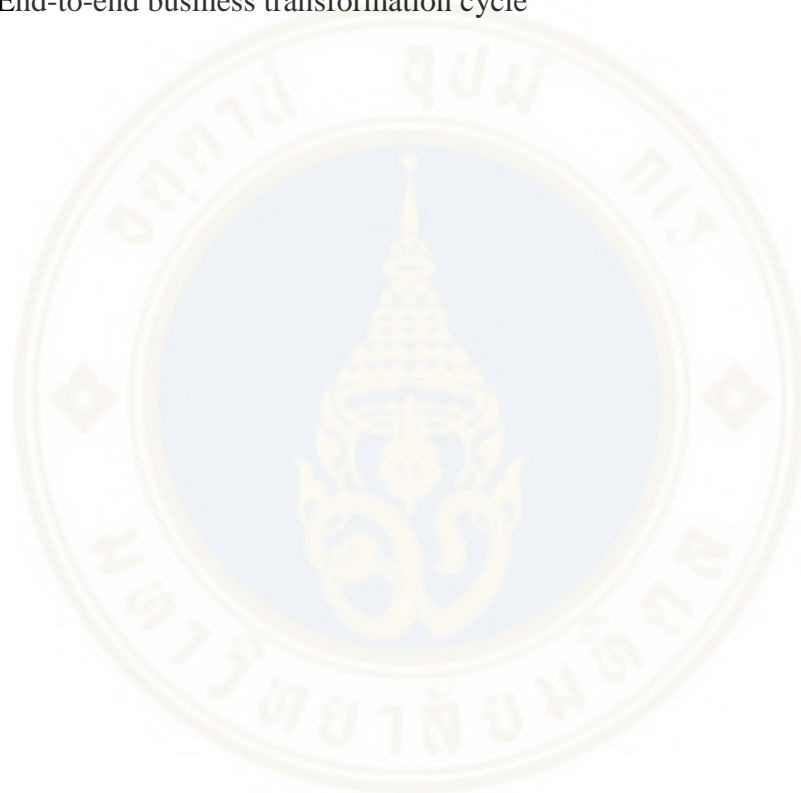
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CHAPTER I

INTRODUCTION

The world of consulting firms has experienced significant movement when the digitalization age has reached. Over the past few years, consulting sectors witnessed the blur in business momentum where traditional management consulting has shown a decline in performance. Due to the fact that more clients are demanding for a “digital” strategic approach which allows them to dynamically and professionally capture the critical opportunity in blending technological advancement to escalate a successful implementation to the established business. While the consulting compass has pivoted to reflect the digital presence, the combination of technological offering and specialized industrial knowledge comes into play. The way consultants portrayed themselves in the consulting firm has surely been shifted toward the increase of data analytics and practice-based basis. As a result, the focus of this paper will be towards the case study of how the change of traditional product-focused consulting firm to a customer-centric creates successful growth for Deloitte Consulting Thailand during the digital transformation century.

Above all else, customer-centricity has become intensively demanding for digitalized consulting organizations. Owing to the ability in understanding customer’s situations and expectations are undeniably important as it’s the focal point of all business related decisions to deliver desirable product solutions which eventually leads to the highest customer satisfaction. What it takes for the firm to transform from a product-oriented to customer-oriented is the mechanisms and tools in collecting necessary types of data about customers from possible touchpoints (Jain et al, 2023). With actionable insights and scalable technological know-how, it becomes an essential driving force of customer performance, leading consulting firms to establish progressive competence in responding to customer needs anytime, anywhere.

This chapter aims to reflect the beneath impact of transiting from the product-centric to customer-centric through one of the leading consulting firms, Deloitte Consulting Thailand. The outcome resulting from the firm will be an invaluable lesson learned on

what kind of opportunities a giant consulting firm perceives and how that eventually converts into priceless experiences to the end customers. With an integrated literature review framework has been applied to systematically analyze and synergize the approach on the deep dive topic, anticipating this chapter to provide a high standard on significance of moving toward customer-centricity as the next frontier for competitive edge in the midst of digitalization.

1.1 Motivation for Research

In the fast-paced digitalization era, “how to better serve customers with value-added technology” undeniably becomes a topic of discussion among corporations, especially the speedy evolution of digital progress that businesses are pressured to adapt with an aim of achieving higher customer satisfaction and retention. This topic turns into a core interest due to the author’s current position as a digital business consultant in one of the Big4 consulting firms. When the author first kicked off the consulting career path, the most-received question during the global seminar was how to be the first choice in the customer’s mind when it comes to a digital solution consulting firm. Indeed, customer is the terminology that has never been skipped from any business al.

Through the author’s direct involvement in the consulting firm, the reality becomes clearer in the sense that not every company is equipped with well-talented resources and knowledge to drive technology-based approaches that would guarantee a success. As such, it’s a tangible opportunity for the consulting firm in generating a new standard by leveraging their insightful customer understanding and advanced digital capabilities in delivering extraordinary outcomes. In the meantime, having an opportunity in witnessing the powerful influence the consulting firm generated while reflecting the changes in the business cycle from product-oriented to customer-oriented allows the author to understand why changes are needed and how customers come into play would bring continuous growth to the firm. With this in mind, this thematic paper is motivated to answer why transitioning to a customer-centricity underscores the success for Deloitte Consulting in a journey of digital transformation era.

1.2 Business Value of the Research

Having observed a renowned consulting firm transforming its business strategy from product to customer-centric is considered abnormal in the business world. It takes a huge encouragement and trust to generate remarkable milestones of where they are today. Along with the author's firsthand consulting experience and inclusive insider analysis, the paper's value lies in its ability to provide achievable strategies and perspectives on how and why businesses should adapt to meet evolving customer expectations. That being said, Deloitte Consulting will be a notable example to portray the significance of understanding customer foundation and its digital competencies which can be an effective blueprint for relevant business stakeholders in the future.



CHAPTER II

LITERATURE REVIEW

2.1 Consulting and Technology

Fast technological transformations call for changes in traditional consulting business models, catalyzing a significant enhancement in customer experience through digital innovation and advancement. For professionals working in the professional sectors, the terminology “consultancy” and advisory” are frequently used interchangeably. Consulting can be defined as the offering of providing clients with proven expertise on a business matter ranging from advisory to the business implementation and managerial processes. In fact, the role of consultancies can go beyond mere implementation as it combines strategic foresight and change management. In the meantime, consultants collaborate closely with the clients to cater for tailored digital approaches, ensuring the proposed digital initiatives are smoothly integrated and fostering a culture of innovation. Last but not least, consulting becomes a core identity in the advisory business owing to its impact generated through an irreplaceable library of knowledge in the industrial scopes, thereby widening the client’s perspective of business operations and accomplishments. Understanding client’s organizational strategies empowers consulting to serve as a crucial disruptor in leveraging technology to push digital transformation in client organizations and sustainably maintaining core competencies in the battlefield.

2.2 Customer-Centricity

Understanding customer’s needs becomes a company’s top priority. Since business is evolving more uncertainty than ever, consumer behaviors and expectations are becoming a pivotal part of a planning organization’s strategy and execution plan. On the other hand, businesses that are merely focusing on products and services where customers are not centered might eventually lose the market recognition since the customer is not only looking for products that can solve the problems, but also it has to

generate ultimate long-term value, satisfaction, and fulfillment. Customer-centricity can be perceived as a bible for success because it involves all the functional departments, from marketing, sales, product development, and customer services in translating customer's pain points and transforming these insights into significant growth. In the businesses where several factors can influence the outcome, customers will always sit at the core of the firm's value chain of process. Eventually, customer-centricity empowers relevant stakeholders to focus on the common goal: satisfying their needs. When the firm's direction is surrounded by customers, the approach breaks down silos within the organizations and encourages coordination across offerings to deliver seamless customer experiences, harmoniously to bring customer's business into the next level.

2.3 Value, Rarity, Imitability, and Organization Framework (VRIO)

VRIO framework is effective in evaluating the firm's capability in transforming to customer-centricity as it reflects the firm's resource readiness and capabilities in relation to establishing competitive edge. In the meantime, the framework serves as a stepping stone in understanding the firm's area of expertise and improvement which will allow the firm to professionally draw a wise business conclusion (Bruin, 2016). The framework is presented as diagram below:



Figure 2.1 VRIO Analysis Strategic Planning Model

The framework underlines four key pillars that demonstrate the development of business's competitive advantage includes:

- Valuable (V): the level of value that can be generated through the firm's resource. Valuable resources play a critical role in enabling the firm to create customer value and differentiation in the market. A lack of solid valuable resources can lead to a competitive disadvantage since the firm might not be able to deliver value added to the clients.

- Rarity (R): the level of uniqueness and irreplaceability the resources provide to the firm when compared to competitors in the same industry. Resources that are considerably rare will help the firm in gaining unique selling points and market recognition. A lack of distinctive resources can lead to a competitive neutrality as the firm cannot fully generate outstanding benefits from other competitors.

- Imitability (I): the level of difficulty in imitating the firm's resource. Resources that can be costly to imitate can provide strong foundation and robust market leadership. A lack of barrier in protecting resources from being imitated can lead to a temporary competitive advantage as the firm's competencies can always be easily replaced by other competitors.

- Organization (O): the level of organizational readiness in exploiting the resources. It can refer to the firm's organization structure, culture, processes across different departments. A lack of well-structured organization can lead to an unused competitive advantage because a valuable resource cannot be accurately and effectively maximized.

In effect, the VRIO framework will be an effective approach in assessing the firm's capability and potential in modifying to customer-centric strategies. By executing this framework, it allows the firm to gain organizational insights which can be utilized to understand the area of expertise and improvement needed for creating superior customer value and experiences.

2.4 Transformational Leadership

Transformational leadership learned during the MPO course serves as another predominant model used to analyze the ability of leaders in creating a culture of idea novelty and inspiration. In the business consulting context, an inspiring leader plays a crucial role in influencing everyone in the organization to take effective initiative and work in a way that aligns toward the organizational goal. By providing constructive guidance, a transformational leader empowers employees to embrace new business solutions that generate the highest benefits to the customers (White, 2022).



Figure 2.2 Transformational Leadership Framework

An application of transformational leadership can be interpreted through four lenses as explained below:

- **Idealized Influence:** the ability for transformational leaders in being an ethical role model for their subordinates. Leaders with idealized influence should be able to provide moral guidelines and actions in order to gain trust which can lead to desirable decision-making made for the entire organization.
- **Intellectual Stimulation:** the ability for transformational leaders in generating a place of innovation and challenging the status quo of traditional business beliefs. Leaders with intellectual stimulation put their employees in a state where they can foster their critical thinking and don't fear to encounter failure - this promotes employee's a level of confidence and autonomy which eventually leads to better ways of doing business.

- **Inspirational Motivation:** the ability for transformational leaders in articulating an aspiring vision that encourages employees to perform beyond expectations. Leaders with inspirational motivation put higher focus on the understanding of their team member's internal motivation as it allows the firm to achieve a sustainable commitment and responsibility in their own capabilities.
- **Individualized Consideration:** the ability for transformational leaders in serving as reliable listeners to their employee's expectations and concerns. Leaders with individualized consideration regularly put themselves into the employee's shoes to deeply realize their perspectives and provide appropriate recommendations that enlighten their self-actualization.

Transformational leadership is a core for consulting firms expecting to transition from product to customer-centric due to the fact that it provides a holistic view of how an inspiring leader generates a potential organizational change in which everyone in the organization has full engagement and is thriving to achieve the unified vision. Also, it allows the consultants to realize the significance of a leader's presence to ensure the firm remains competitive and outstanding in the customer's mind.

2.5 Customer-Centric Organization in The Digital Infrastructure

Another business model derived from Deloitte Insight 2019 is the customer-centric digital transformation cycle. The framework illustrates how a digital consulting firm seamlessly transforms its position where the customer is a great catalyst. The firm begins with the understanding of a new strategy that will generate a winning aspiration.

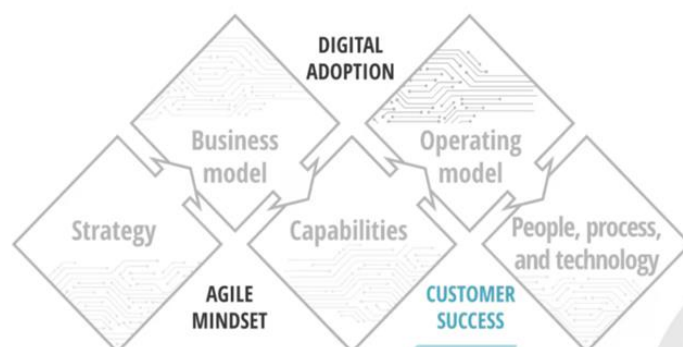


Figure 2.3 End-to-end business transformation cycle

Combining with its selected playing field that they can excel in, allowing digital core competencies to be efficiently optimized. Plus, it's significant that the firm's capability is transparently communicated and configured in a way that everyone is the lead in their area of expertise. Finally, the redesigning of business processes, technology, and talent management is to be capitalized with an aim to achieve a shared vision and goal set in the first stage. This framework will strongly reflect the importance of business refinement that allows the firm to establish the foundation on which customer success is at the core.



CHAPTER III

RESEARCH METHODOLOGY

In conducting this thematic paper, a qualitative research approach was selected to portray the dynamic perspective of consultancies in identifying essential elements for Deloitte's successful shift from product to customer-centric in the technological advancement age. Given the assessment of the study and the need to capture in-depth and contextual insights, individual semi-structured interviews were taken with a specific sample size of interviewees. The key objective of conducting a one-on-one interview is to vouch for the rich quality and wider frame of reference.

The interview was conducted by leveraging theoretical frameworks from professional consulting and customer-centric cycles to ensure an exhaustive understanding of the consultant's standpoint toward the shift, personally and professionally. The case study method was also equipped in order to obtain an end-to-end information journey of how the successful consulting firm massively invested in the change and recognized the impact. The combination of actual case studies and the consultant's lived experience not only provides a refined discovery of the significant shift in the digital era but also magnifies the reliability of the findings, giving a rational understanding of the need to satisfy customers through technology-driven capabilities.

In terms of the interviewee selection, it's crucial in recruiting people from different backgrounds to provide a variety of aspects. The key criterias are listed below:

- **Generation:** the interviewee should come from different age groups (Gen X, Millennials, and Gen Z) to underline various challenges and understandings that can be deviated according to generation.
- **Background:** the interviewee should have different background, particularly a working experience prior to their consulting career path as to widen the window of understanding on how people from each industry foresees the significance of vision shift in the digital period.

3.1 Interview Questions

To allow the interviewees to voluntarily express their opinions, open-ended interview questions were designed and conducted in the manner where they can see the correlation from introduction to key challenges and opportunities in the product to customer-centric's transition in the consulting firm. The interview was divided into four main sections with the list of questions below.

Table 3.1 Interview Questions

Topic of Discussion	List of Questions
Introduction - understanding interviewees' backgrounds	<ol style="list-style-type: none"> 1. Can you share how you started working in the consulting field? 2. What are the inspirations or driving forces to work in this industry? 3. Can you share your perspective before and after you have worked in the consulting position?
Perceptions toward the growth of consulting firm in digital age	<ol style="list-style-type: none"> 1. What is your perspective towards the belief that a consulting firm is one of the businesses that people always think of as an excellent analytics skill/framework? 2. From the consultant perspective, do you believe that consulting firms play a significant role in getting business to move forward in the digitalization era? 3. Can you share your opinion on the significant growth of consulting firms in digital transformation? What makes consulting firms so successful and demanding in the market, especially in the technological era?
Perceptions toward the change path of Deloitte Consulting firm	<ol style="list-style-type: none"> 1. From your standpoint, would you describe Deloitte consulting as product centric or customer centric - why and why not? 2. What do you think it's a driving force in pushing Deloitte to be perceived as "Customer-centric" rather than "Product-centric" in the market?

Table 3.1 Interview Questions (cont.)

Topic of Discussion	List of Questions
Perceptions toward the consulting firm from external view	<ol style="list-style-type: none"> 1. In fact, Deloitte is renowned for being one of the Big4 auditing firms. Can you share your opinion on how you feel seeing a worldwide accounting firm is strategically moving and naming itself “professional service firms” instead? 2. From your perspective, what makes us different from a technology-based consulting firm/specialization? 3. When it comes to digital platforms or integration, what makes you think that a consulting firm’s solution is a perfect fit for a client and why not a more specialized tech vendor? 4. Can you describe your point of view toward Deloitte Consulting’s strategy which eventually makes us different from other places?
Potential challenges for consulting firm	<ol style="list-style-type: none"> 1. While the world is moving dramatically at a fast pace and a lot of tech startups are established, what is your thought on Deloitte’s future approach? 2. How will Deloitte Consulting handle and grow in a way that it allows the firm to continuously excel in the consulting sector? 3. On the final note, to what extent do you believe that “customer-centric” will still be the key to sustain in this industry? Why and why not?

Throughout the process of interview, the key objective has always been communicating - the interview question is used for the sake of academic purposes and has no intention to use interviewee’s response in other areas. The main idea is to allow transparency and trust to be built among the author and the interviewees. In the meantime, the qualitative response shared during the interview was insightful and inspiring which provides the author a deeper understanding of how individuals perceive the shift of product to customer-centric initiative by Deloitte Consulting. As the author is currently working for this firm, the analysis will be holistically assessed in order to take both leader and employee’s point of view into consideration.

CHAPTER IV

FINDINGS

The focus for this chapter will be the conduct of interviews with key stakeholders to understand the breadth and depth of the factors that are associated with behind-the-scenes successful centric shifts. The interview was conducted individually via Microsoft Teams for approximately 30-35 minute sessions with four different stakeholders from different levels of position in the firm. The objective of having an interview with a diverse level of position is to vouch for the dynamic of perspective and also an opportunity to reflect opinions from different generations.

The interview session took place on 7 June and 10 June with four stakeholders including Smith (Director) with 20 years of experience in technology and transformation business. The second interviewer was Kris (Manager) with 13 years of experience in a retailing corporate firm. The third interviewer was Kylie (Senior Consultant) with 10 years of experience in an international corporation. The fourth interviewer was Andy (Consultant) with 5 years of experience in data analytics and engineering background. With these varieties of employee backgrounds, it can enhance the understanding of how a company's success is being perceived and interpreted.

After completing the interview arrangement, this paper will be separated into two main sections: the first section will be an overall analysis of how the consultants perceived a significant change in market demand. The second section will be a detailed evaluation derived from the interview with selected stakeholders which highlighted key components that will satisfy the question of how shifting into customer-centric allows Deloitte consulting an achievement.

4.1 Overall Analysis

It's undeniable that the nature of consulting firms is to deliver high-quality deliverables within the agreed deadline. To be more specific, the traditional belief of business consultants is to act as "trust counsel" in which they were expected to guide clients through step-by-step operations, along with the marketing analysis, financial planning, and mitigation assessment (Haycox, 2023). In other words, business consultants evaluate their clients' organization based on the process of "Think , Feel, and Do" - what kind of product solution clients are looking for, what expectation clients place on the consulting firm, and what should be the next step clients take in order to achieve their business objective. However, understanding business goals may not be sufficient enough in delivering high quality outcomes if a customer's pain point is overlooked from the strategic pipeline. Deloitte Thailand is a great example of how being recognized as a world-class auditing firm ultimately turns into a key driving force in shifting from product-centricity to customer-centricity to sustainably capture the change in customer expectation and demand.

To explain, the deep-rooted brand recognition of being a renowned financial firm left people with a strong understanding that Deloitte only concentrates on delivering its audit deliverables where it's the key "product" of the company. To put it another way, people only acknowledge Deloitte when they think of one of the big4 audit firms. Be that as it may, in the digital age where many startups and boutique business solutions are fiercely entering and competing in the market, having audit as a company's key product is no longer sufficient as customers expect "something extra and beyond" a one company can serve. They need personalization tailored to meet specific business requirements as well as a level of flexibility to ensure the solution can be easily scalable in the future phases. The Thailand Digital Transformation Survey Report in 2020 stated that out of 91 respondents, 96% mentioned that they have plans to implement digital transformation and were keen to improve their business processes in order to enhance the digital customer and end-user experience. This statement reflects that customers now seek the firm that can provide them a certain level of adaptability and comprehensive business solution which allow them to unlock success and move their business into the next digital frontier.

This becomes Deloitte's window of opportunity where they can leverage their existing consulting department to capture the shift in the business momentum while diversifying its brand position from financial services to a hands-on business practitioner and the only sustainable way to achieve this milestone is to differentiate themselves from the traditional position into a "customer-understanding" business solution provider. Due to the fact that customer-centricity allows Deloitte to deeply understand customer needs and preferences eventually. Different clients would have different problem statements needed to be tackled and one solution will not be able to fit all. By being customer-centric, Deloitte can look at the issue from the customer's shoe while interacting with clients from piece to piece and increase customer satisfaction as the constructive solution can be generated in which its original audit and advisory business department may never be able to realize before.

4.2 Detailed Evaluation: Key Success Factors

During the interview session with key stakeholders from Deloitte Consulting Thailand, there were key four factors that considerably contributed to a successful shift from product to customer centric, allowing the firm to be acknowledged as business solution and design generator rather than just a financial services firm in the digital transformation age:

- Body of knowledge
- Talent investment
- Vision transparency
- Inspirational leadership

4.2.1 Body of Knowledge

Most of the time, clients come to consulting firms with similar pain points: how they can serve their customers better. This question became interesting when Kris (Manager) shared his experience working in one of the leading retail corporations for 13 years. He said that corporations always have a clear understanding of what a successful business looks like and KPI to measure its achievement. However, what makes them start to seek support from professionals is that they have a lack of understanding of how

things work and how they can connect the dots with their current resources. Sometimes, the strategy driven by corporations is likely based on gut feeling and experience without a solid standard of business solution. Meanwhile, consulting firms would rather look at the problem from different angles through rigid and well-structured frameworks to ensure that a single piece of information shared by clients is taken into consideration.

Nevertheless, a framework purely might not be sufficient to deliver innovative solutions since different industries would have encountered different challenges - it needs tailored “content” inside and that’s how the body of knowledge comes into the picture. Business consultants can bring proven methodology and data wisdom to analyze the problem while leveraging their digital technologies to provide unique insights that reflect their client’s behavior and personalized solutions. This use case can often be seen when a consulting firm employs a ready-to-use framework such as an end-to-end project management plan where clients can understand how the work breakdown structure (WBS) looks, how business requirements will be gathered and managed through the sprint planning manner, and how digital platform will be added in to facilitate the marketing strategic management. Moreover, the working progress will always be tracked through the Kanban board and each ticket can also be assigned to the person in contact (PIC) for further responsibilities.

With this approach, it promotes visibility among consultants and business folks as well as an opportunity to learn how consultants work which can be adapted in any future project. Another interesting example of how a comprehensive digital platform and customer understanding allows Deloitte to deliver exceptional deliverables is the “PRUAwesome Hub”, an omni-channel customer experience platform for well-established insurance company, Prudential Thailand. Due to its fragile integration with several platforms, the insurance company faced a challenge in obtaining a single view of customer’s insurance usage and personalization. This issue turns into a hurdle for Prudential to satisfy their vision of being a seamless customer experience across channels. As such, Prudential decided to utilize Deloitte’s customer-centric digital technology: Salesforce Marketing Cloud to increase the campaign visibility and prospect tracking and Salesforce Customer 360 to centralize the customer interaction and engagement at scales. Through the implementation of PRUAwesome Hub platform, it shows that Prudential was able to generate a 20% increase in productivity, a 4-point increase in Net Promoter

Score (NPS), and 94% customer improvement in first call resolution rates by 2024 (Deloitte, 2023). Additionally, Prudential's integrated customer platform has been praised by the Digital Banker in April 2023 for its excellent omni-channel customer experience and outstanding digital CX transformation in the insurance sector.

Indeed, leveraging this wealth of knowledge that has been encompassed within a consulting firm allows a successful shift from product-centric to customer-centric as it helps clients form a strong foundation through refining approaches, enabling consultants to empathize and truly deliver what is meaningful to the clients.

4.2.2 Talent Investment

“We need talented folks who dare to voice up and challenge the status quo”. Smith (Director) mentioned once he thinks of the driving force that allows the consulting firm to thrive into the customer-centric approach. Having a talented workforce creates huge encouragement in driving the firm from product-centric to customer-centric as they can bring fresh perspectives and innovative mindset to the table. By recruiting valuable employees with diverse backgrounds and skillsets, the consulting firms can build a culture of creativity which leads to the advancement of idea development. Plus, Deloitte Consulting has always been paying attention to the talent investment such as the one-month bootcamp program that every new joiner has to participate in order to understand the foundation of professional consultants, foster problem solving skills and realize the importance of the digital platform tools. During the training, talents will be diversified to different offerings and get a chance to explore a variety of digital tools such as Salesforce Marketing cloud which is widely used for running marketing campaigns and Data cloud for executing data analytics and dashboards.

This satisfies the fact that when the firm provides talent an opportunity in improving their expertise, it allows them to stay ahead of the curve and continue to develop. Another constructive example by Andy (Consultant) who has experience in the business proposal engagement stated that the lead often throws the business consultants a challenge and trains them how to ask the right question. To be more precise, consulting work is a client-facing professional service where the questions received from clients cannot be predictable. As such, it's crucial to look at the issue from different lenses and ask as many questions as possible to widen the possibilities. This practice not only

strengthens talents' critical thinking skills, but also it allows them to realize the value the firm places on them. Since the more opportunity talents receive, the more they are likely to be motivated and committed to delivering excellent deliverables to the clients. Eventually, this commitment will also be passed down to the clients through talent's innovative and responsive to customer needs.

4.2.3 Vision Transparency

Most companies have forgotten how impactful the vision is to their employees' commitment which can serve as one of the success indicators towards the crucial shift. Kylie (Senior consultant) shared her experience prior joining the consulting firm that there was no clear communication over project objectives and responsibilities which led to a difficulty in accomplishing certain outcomes since employees couldn't imagine what success looks like. In parallel, the team member's motivation was considerably below the expectation since they didn't feel the value of achievement and the criticality of their contribution. This strongly reflects that when a company's vision is overlooked, not only has the firm shown a decline in performance, but also it has been proven through the employee's trust and dedication placed on the company. In essence, vision transparency allows the firm to realize the cornerstone of establishing a customer-centric mindset within the organization.

When the firm decides to shift its direction from product to customers, transparency in the new vision comes into play to help ensure employee's understanding of why change is needed and how their acceptance plays a critical role in moving the firm forward - the more the vision is communicated, the more employees can quickly assess changes over customer tastes and preferences or market trends while strengthening their strategic movement to reflect company's vision. One of the best practices observed at Deloitte Consulting raised by Kris (Manager) is how the firm puts strong attention to the 'vision delivery' to all the levels such as declaring the change of offering name to emphasize their focus towards the customer and emphasizing company's wisdom through global townhall seminar to always make things that matter to the market. When vision is being delivered across functions, it aligns everyone in the firm toward a shared goal while all efforts are recognized and generated toward fulfilling customer satisfaction. In the end, vision transparency and clarity becomes a key factor

that drives the shift of product to customer centric since it fosters trust and synergy within the organization and allows employees to have a sense of accountability where their commitments are recognized and contributed to a firm success.

4.2.4 Inspiring Leadership

“Vision will always sit there but what we need in this rapid transformation era is the leader who knows the company’s assets well and never stops bringing new opportunities to the firm”. One of the memorable examples raised by Kylie (Senior Consultant) during the interview session is that Deloitte Consulting has always been perceived as a product-centric firm from the past decades due to the belief - go with the product. This can be seen through their partnership with Salesforce, a comprehensive marketing analytics tool facilitating the platform's execution. This partnership will be one of the key topics mentioned in the business proposal or seminar to build an image of an all-around technology consulting firm. Nonetheless, the critical turning point happened when the cycle of change shifted and was ruled by the “customer”. The way traditional consulting firms work might be no longer applicable to the evolving digital landscape. As such, an inspiring leader comes into the picture to encourage a workplace of innovation where employees are pushed to think critically and proactively to enhance the customer experience. According to Kanin, Director of Deloitte Consulting, it’s undeniable that a leader is a crucial figure in setting a solid momentum and tone for the company in articulating a SMART vision that enhances employees’ understanding of how to increase customer relevance and satisfaction. The common practice found in the workplace is that every employee will be assigned to run client-based meetings to enrich a sense of autonomy and trust, allowing talents to realize the importance of their contribution. Furthermore, face-to-face client sessions allow talents to logically build their skillsets and experiment with new strategic approaches to better assist clients. The more the experience is accumulated, the stronger the motivation and commitment can be seen through an employee's confidence in work. Substantially, an inspiring leader serves as key personnel in driving the firm’s transformation, with an ability to identify talent’s capabilities and establish a can-do working environment, allowing the consulting firm to thrive with essential qualities for success - if a body of knowledge, talent, and vision are considered key ingredients, a leader is the one who completes the plate.

4.3 Lesson Learned

After a thorough analysis, it shows how digitalization has an influence on the consulting practices, escalating a need in shifting from traditional product-centric to customer-centric. The key success indicator that proves Deloitte is a great example in this case is that its consulting department's growth was ranked number one for the sixth consecutive year, exceeding its original audit and advisory department with an approximately \$65 billion in global revenues for the FY2023 in the Gartner Market Share report - considered an increase of more than 15 percent from the previous year (Consultancy.eu, 2023). Plus Consulting practice showed outstanding growth at 19.1 percent in local currency, surged among Deloitte's businesses which in line with the critical demand in enhancing business operations through professionals.

All these numbers serve as Deloitte Consulting's source of success from their change in business direction. It proves that a well-constructed body of knowledge to create a robust business foundation, talent investment to drive exceptional understanding in customer needs, vision transparency to strengthen trust and commitment, and most importantly, an inspiring leader who passionately drives the firm into the next milestone allow the firm to be recognized as a world-class consulting firm. With these four factors combined, Deloitte Consulting can create a connectedness approach that allows the firm to excel in the digital age with a strong position, "together with customers, we thrive".

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Digital transformation is implicitly forcing companies to drive their business approaches and adapt to satisfy their targeted customers. Throughout the literature review and interview analysis, the ‘customer’ terminology has never been omitted from the conversation, underlying the significant understanding of how customers ruled the business’s vision in the next digitalization frontier. Today, customers expect what is beyond the firm’s promise and they perceive long-term benefits that cannot be easily generated through any firm but reliability and trustworthiness. In order to keep up with the firm’s direction of “always customer”, the business stakeholders must always consider having digital advancement tools to help capture the change in tastes and preferences, ensuring the firm’s presence in every customer touchpoint.

Consulting firm can be considered as one of the critical client-facing businesses that started perceiving the change in business momentum when the customer is certain to be a lead in every decision-making the firm made. As observed during the interview session, four key stakeholders highlighted the demand for transforming to customer-centric as it allows new valuable experience to be realized and delivered to the right customer at the right time with the right technological approach. Another noteworthy point analyzed by using Deloitte Consulting firm as a case study is the criticality of leadership roles that strongly resemble a transformational leadership framework. To explain, leadership establishes a solid foundation on driving the firm into the successful shift from product to customer-centric by combining vision, strategy and talent capabilities in generating a new chapter of the digital consulting firm. Great leaders should provide a window of opportunity to their resources to continue improving its core competencies that eventually turns into a professional library of knowledge. At the same time, by heavily investing talent allows Deloitte Consulting to have front-leading employees in handling client’s expectation and engagement in the future phase. Ultimately, the ability

of the leader in utilizing internal resource's uniqueness to facilitate Deloitte Consulting's in achieving disruptive business ideas that align with fast-moved digital advancements.

In a nutshell, transforming from product to customer-centric in a highly demanding technology era is not a piece of cake. It requires deep understanding and participation from every stakeholder across all the organizational levels. From Deloitte Consulting case study, the firm's ability in capturing a change in business needs allows them to move fast and leverage their well-existed consulting business solution to deliver a comprehensive digital knowledge, promote a transparency of how vision is communicated and shared, capable talents who can hold the frontline tasks with clients, and influencing leadership who is passionate to take serious change for the organization. That being said, it allows the firm to recognize customer's needs and provide exceptional experiences that eventually lead to a long-run customer's commitment and satisfaction.

5.2 Recommendation from Insiders

From the insider's perspective, it's critical for the consulting business sector to keep focusing on its internal strength and capitalizing on knowledge to create a sustainable pool of creativity that no one can simply imitate. In essence, the transformation of Deloitte Consulting from product to customer-centric can be considered as a massive movement from the business's point of view. A big move from a renowned firm globally immediately shakes the business world in the sense that change is much needed in order to move the firm to the next level. Be that as it may, other relevant factors such as the firm's readiness, resource management, cost planning, and analysis must be taken into consideration when it comes to the ability to shift the firm's goal to ensure a smooth transition. Especially, the transition phase should be clearly identified and delivered to every level in the organization and ensure that employee's feedback and opinion are heard. Since taking huge steps shouldn't be solely considered as a "trend", but it should generate reciprocal value for the entire organization and end customers - profit must outweigh the loss, and that's why transformation is required.

CHAPTER VI

LIMITATION OF THE STUDY

This analysis will inevitably be able to fit in all the business angles and potential limitations should be taken into consideration. There are two research constraints that this paper might not be able to capture. The first limitation is the scope of insight gathering could be framed into a single point of view as it purely portrayed the perspective of Deloitte's employees. The analysis of how Deloitte could successfully transition from product to customer-centric through its advanced digital platform may not be able to apply to other consulting firms where products such as finance and tax security are key. In parallel, since the interview was conducted with internal people who are currently working for the Deloitte Consulting firm. Hence, shared opinions could be too limited compared to wider business sectors.

The second limitation is the applicability of relevant frameworks to SMEs. To explain, since this paper deeply concentrates on illustrating a case study of a well-known global consulting firm, some of the business frameworks or strategic approaches might not be suitable for small and medium businesses where cost is highly concerned. When it comes to customer-centricity, the firm has to heavily invest in analysis tools such as CRM platforms and customer database systems to increase the ability to access customer's behavior and industrial preferences. These suggestions from the study may only be feasible for well-established firms with high flexibility in investment capital.

This study can be an exceptional blueprint for business analysts or stakeholders to reflect the understanding of the significant shift needed amid digitalization while some limitations could be exposed beyond this study's scope of analysis.

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