



CREATING CUSTOMER-CENTRIC CULTURE FOR R&D AND TECHNOLOGY TEAMS



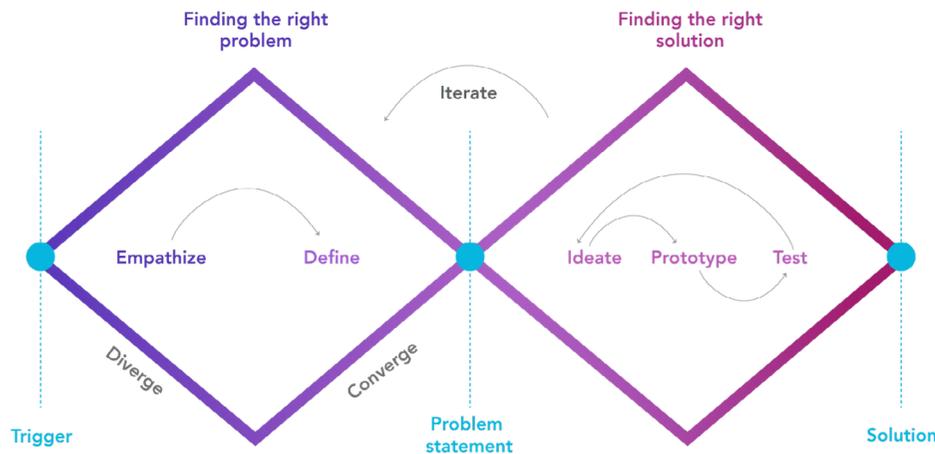
In a market place faced with relentless competition from big multinational players and fragmented domestic suppliers, CUMI found itself in a precarious situation. CUMI would require a huge mindset change in the team to transform from selling abrasive products to offering “Engineering Surface” solutions. CUMI R&D and technology teams realized that the only true differentiator would be its ability to meet and exceed customer expectations. Grappling with issues of delivering greater value consistently by offering innovative products, while also improving asset utilization, CUMI embarked on a journey of customer centricity by adopting the principles of Design Thinking.

CUMI partnered with Management Development Center of Murugappa Group to co-create a contextual and unique learning experience. The two-day workshop, where participants were exposed to the principles of design thinking, was followed by on-the-job project work involving interactions with end users, which led to all-round improvements in its mindset and process of NPD. The teams were able to gather valuable customer insights, thereby

encouraging them to follow up and apply the learning back at the workplace. The commitment of the senior leadership team right from the time of ideation to the delivery of the program and implementation made the difference to the success of the intervention.

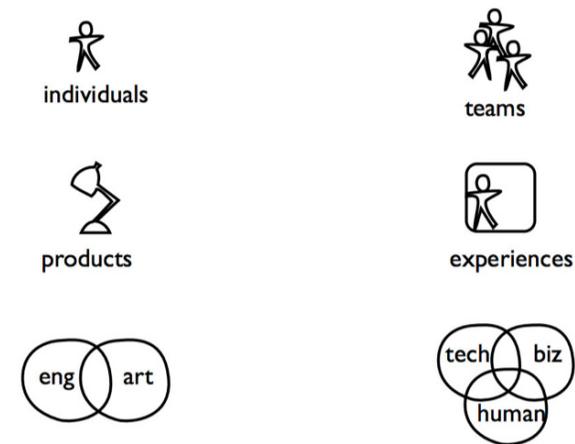
Reduction in time to market and new product testing cycle time, acceptance of new products to generate new streams of revenue are tangible measures that the business has achieved. Improvement in collaboration across functions and customer delight by being co-creators are some of the intangibles that are the collateral benefits of this intervention. Using Design Principles has now become a way of life and everyday lexicon at CUMI.

In case of the chop-saw thin-wheels, the new product development time was reduced from 6 to 2 months and the company was able to sell 200,000 units from ground zero across a year, with the market share growing consistently.



Design Thinking Journey

DESIGN → design thinking



Design Thinking Transformation