

WEEK 2: UNDERSTAND WHAT CUSTOMERS REALLY VALUE

Move beyond assumptions and uncover the needs, motivations and decision drivers that shape customer behaviour.



WHY THIS MATTERS

Most organisations understand what customers buy.
Far fewer understand why they buy.

Customers evaluate options through a combination of practical needs, emotional drivers, perceived risk and expected outcomes.

Understanding these factors improves positioning, messaging and strategic decision-making.



YOUR OBJECTIVE THIS WEEK

Build an evidence-based view of what drives customer decisions.

Identify:

- What customers are trying to achieve
- What problems they need solved
- How they evaluate alternatives
- What creates confidence in a decision
- What value means in their world

PRINCIPLE: NEEDS → MOTIVATION → DECISION

The strongest strategies are built around customer reality, not internal assumptions.

THE 5 AREAS TO EXPLORE

1



CUSTOMER GOALS & PRIORITIES

Understand what success looks like from the customer's perspective.

- What are they trying to achieve?
- What outcomes matter most?
- What pressures are influencing priorities?
- How have priorities changed recently?

2



CHALLENGES & PAIN POINTS

Identify what stands in the way of progress.

- Operational frustrations
- Financial pressures
- Resource constraints
- Time and complexity barriers

Look for recurring themes rather than isolated complaints.

3



DECISION CRITERIA

Understand how customers evaluate options.

- What factors influence choice?
- What builds confidence?
- What creates doubt?
- What would cause them to switch provider?

Customers often buy differently from how suppliers assume.

4



EMOTIONAL DRIVERS

Behind every business decision sits a human decision.

- Fear of making the wrong choice
- Desire for recognition or success
- Need for certainty
- Reduction of stress and workload

Emotion shapes decisions even in B2B environments.

5



VALUE & OUTCOMES

Value is not features.

Value is the outcome customers receive.

- What is creating meaningful impact?
- What makes a solution worth paying for?
- What turns customers into advocates?
- What would make them stay longer?

WHERE CUSTOMER INSIGHT COMES FROM



CUSTOMER CONVERSATIONS

Current customers, lost customers and prospects provide direct insight into needs and motivations.



SALES & SUPPORT TEAMS

Front-line teams hear objections, frustrations and buying questions every day.



REVIEWS & ONLINE COMMUNITIES

Forums, LinkedIn discussions, Trustpilot, G2 and industry groups reveal unfiltered perspectives.



BEHAVIOURAL DATA

Website analytics, CRM activity and product usage patterns often reveal what customers do rather than what they say.



INDEPENDENT RESEARCH

Interviews, surveys and specialist market intelligence help validate assumptions and reduce bias.



A COMMON TRAP

Many organisations focus heavily on demographics, job titles and segmentation.

These describe customers.

They do not explain behaviour.

The strongest insights come from understanding motivations, needs and decision drivers.



WEEK 2 STRATEGIC INSIGHT

Customers rarely choose the option with the most features.

They choose the option that gives them the greatest confidence in achieving the outcome they want.

Understanding that difference creates competitive advantage.



TURN INSIGHT INTO ACTION

Ask:

"What evidence do we have that we truly understand why customers choose us?"

If the answer is unclear, your next strategic opportunity may be closer than you think.



NEXT UP:

Week 3 – Benchmark Against The Competition

Understand how competitors are positioned, where they are winning, and where opportunities exist to differentiate and gain advantage.

**MAKE BETTER DECISIONS.
DRIVE BETTER RESULTS.**

Practical intelligence.
Stronger strategy. Better outcomes.

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