

The logo for 'paradigmshift' is located in the top left corner. The word 'paradigm' is in a dark blue font, and 'shift' is in a lighter blue font. A red diagonal slash is positioned between the two words, cutting through the 'i' in 'paradigm' and the 'h' in 'shift'.

paradigmshift

The background of the slide is a photograph of a large, green, hilly landscape. In the upper right, the iconic Hollywood sign is visible, with the word 'HOLLYWOOD' in white letters on a hillside. The lighting suggests a bright, sunny day.

HOLLYWOOD

# Customer-centricity in tough times

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Chief Technology Officer

MYOB

A dark, apocalyptic cityscape with a fire at the bottom and the year 2023 in the center. The scene is dominated by dark, silhouetted buildings and structures, with a bright orange and yellow fire burning along the bottom edge. The sky is a dark, heavy grey, and the overall atmosphere is one of destruction and despair. The year '2023' is centered in the middle of the image in a white, sans-serif font.

2023

The image depicts a futuristic, high-tech environment. In the foreground, several large, dark, metallic structures are visible, some of which are illuminated with bright blue light. A prominent feature is a large, dark, metallic structure on the left side, which appears to be a large, multi-armed robot or a complex piece of machinery. In the center, a large, dark, metallic structure is illuminated with bright blue light, and a bright blue energy beam is directed towards it. On the right side, a large, dark, metallic structure is illuminated with bright blue light, and a bright blue energy beam is directed towards it. The background shows a cloudy sky with a bright light source, possibly the sun or moon, creating a dramatic atmosphere. The overall scene is filled with a sense of advanced technology and power.

# Rise of the Tech Unicorns

**Agile**

**Lean**

**Purpose-driven**

**Innovative**

**Data-driven**



**Product-led**

**Customer-centric**

myob

**Customer centricity**

**Actuality**

**Ambition**

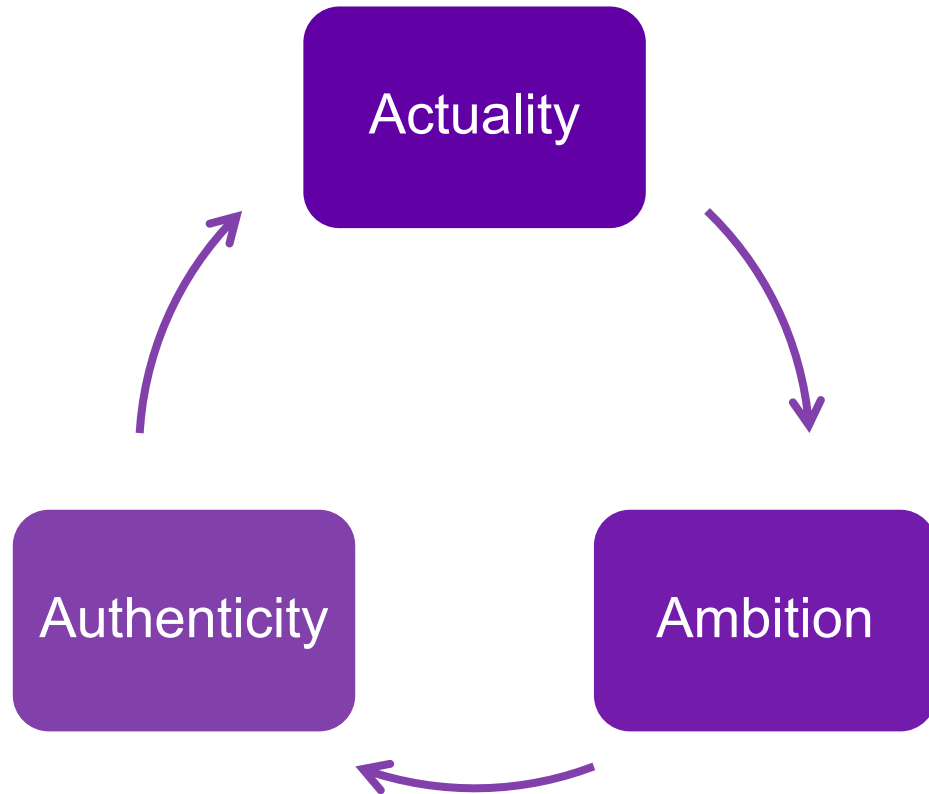
**Authenticity**

**What does this look like?**



# Customer centricity - support

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## Actuality

- Accounting and payroll can be complex and stressful
- Having someone to reach out to for help is desirable when things get complicated
- Having the right capacity in support to meet demand can be hard to get right.

## Ambition

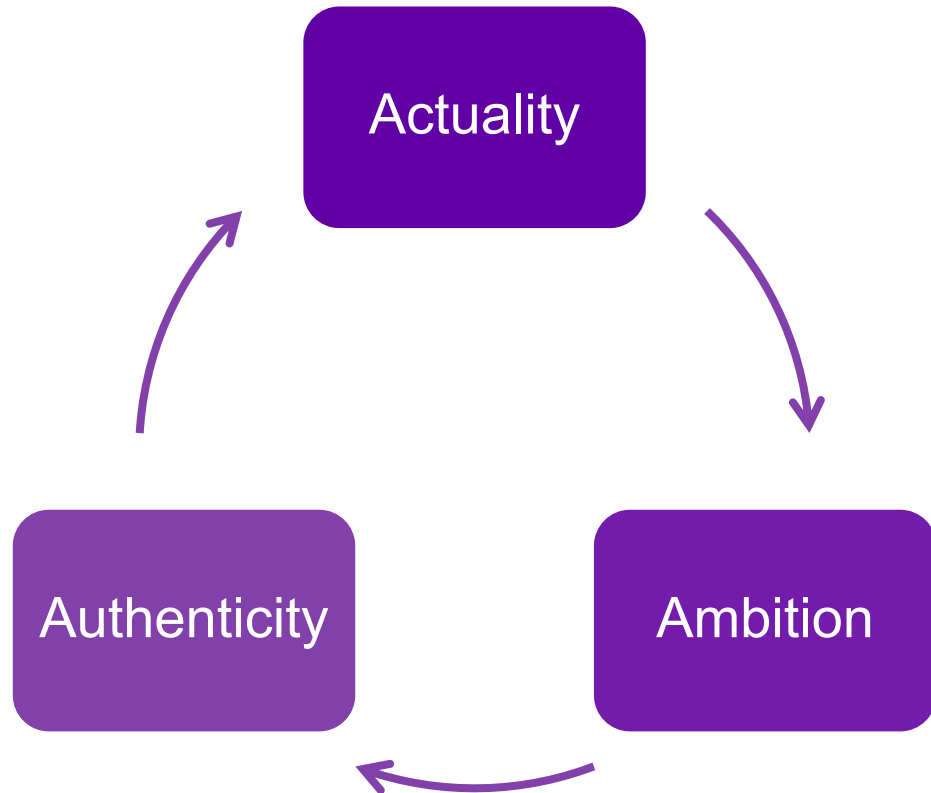
- We want to provide a great experience for customers
- We want to customers to get to the outcomes they want to quickly

## Authenticity

- Support capacity diverts funds from developing simpler solutions to short term response to failure demand
- Investment in product development reduces failure demand
- Investment in digital support tools provides greater scalability in a way that consumers are increasingly asking for.

# Customer centricity - product

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## Actuality

- A product release saw efficiency going backwards for a highly valued set of customers
- Our customers were looking for answers for how we were going to solve the latest problem and give them confidence in the future

## Ambition

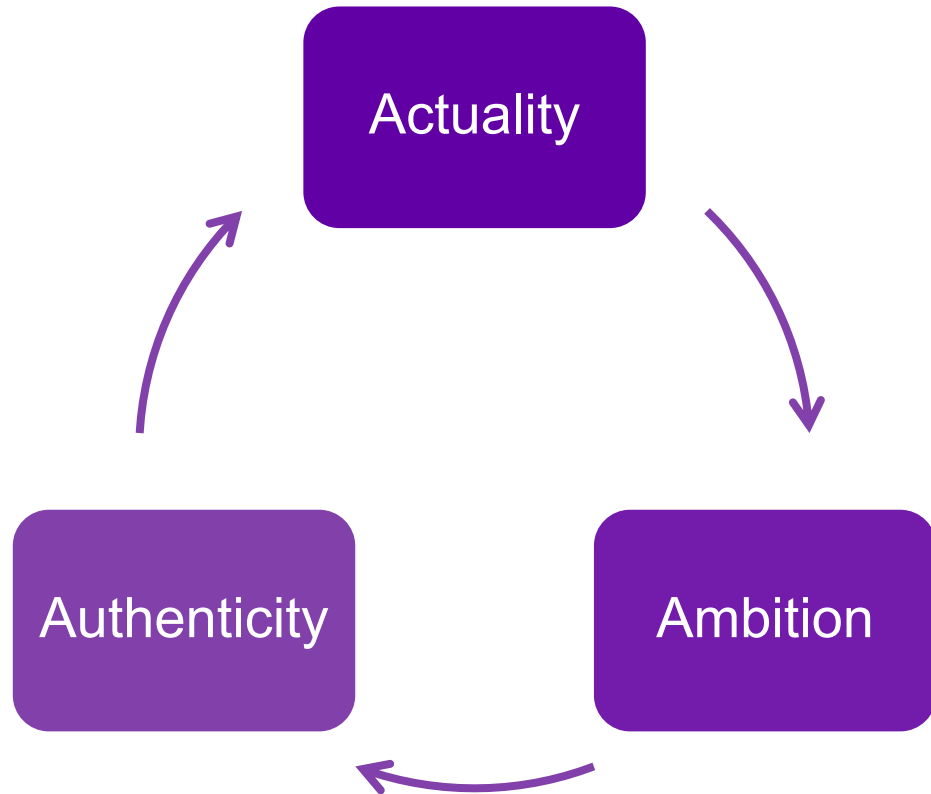
- We wanted to maintain a strong relationship with this customer cohort, a group who had been waiting for us to deliver on promises made in the past

## Authenticity

- We met with several customers at senior levels
- We acknowledged the problems
- We committed to frequent releases that would show progress toward a better product experience
- We refused to make big promises and instead focused on building trust through incremental delivery

# Customer centricity - developers

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## Actuality

- The range of technology (particularly programming languages) was becoming unsustainable and recent code bases were quickly becoming difficult to support
- Many of our developers valued the autonomy they had in choosing technology

## Ambition

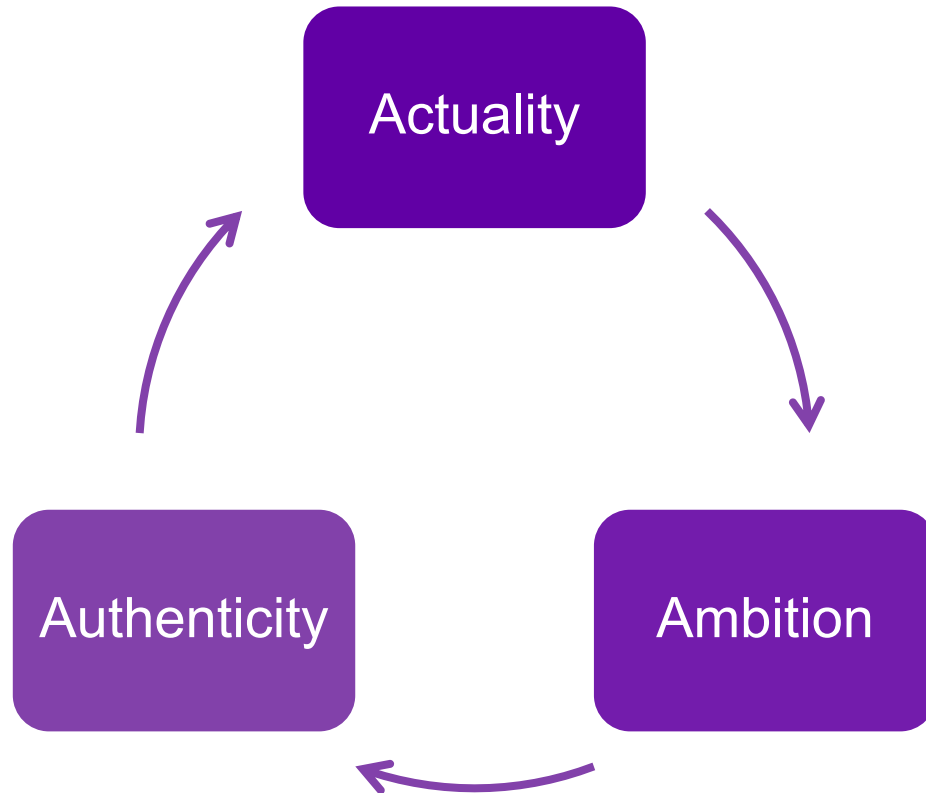
- We want to maintain a reputation for technology innovation
- We want to have stable and reliable products

## Authenticity

- Unchecked autonomy resulted in decisions being made in low value areas
- We needed to take a stand on what technologies we valued, we still valued autonomy, but with greater context from across the business to ensure the right decisions were being made

# Customer centricity - remuneration

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## Actuality

- In 2021, the perception of many of our people in Technology was that we were not keeping pace with the market in terms of hiring
- I didn't have an unlimited budget to compete with those that were paying top dollar

## Ambition

- I want to be a great employer and work with great people

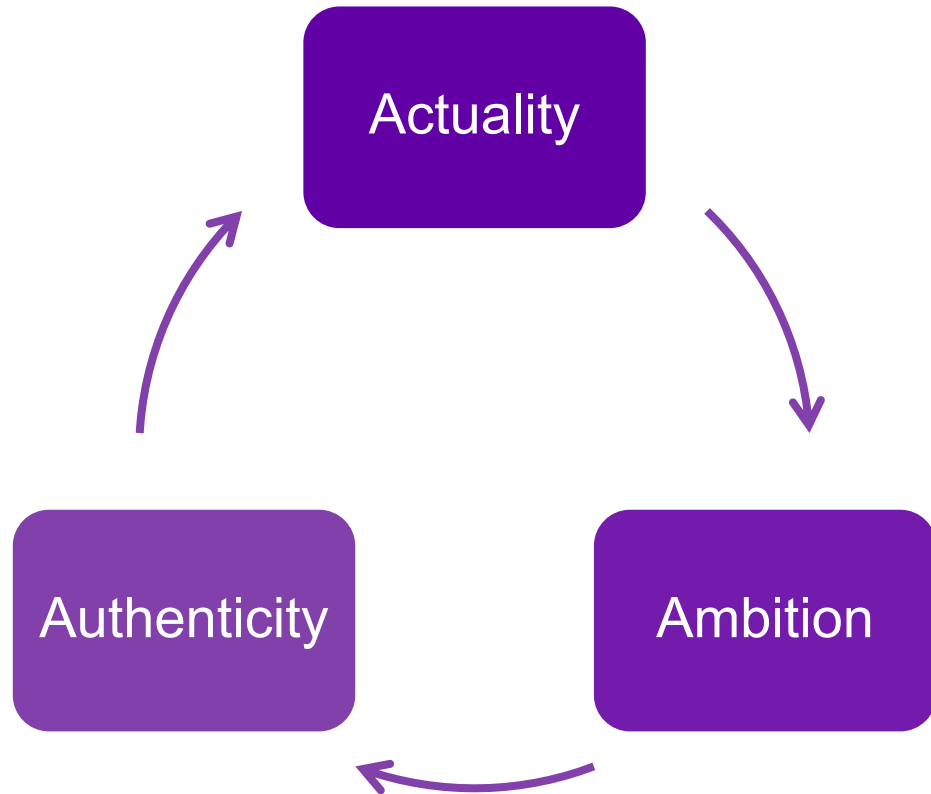
## Authenticity

- We value fairness. We value recognising our people and the progressions they have made. We value sustainability.

**Looking forward**

# Customer centricity – tough times

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## Actuality

- Outlook is improving; some uncertainty remains
- Profitability and cashflow are in focus as the cost of capital remains high
- Customers delaying purchasing decisions

## Ambition

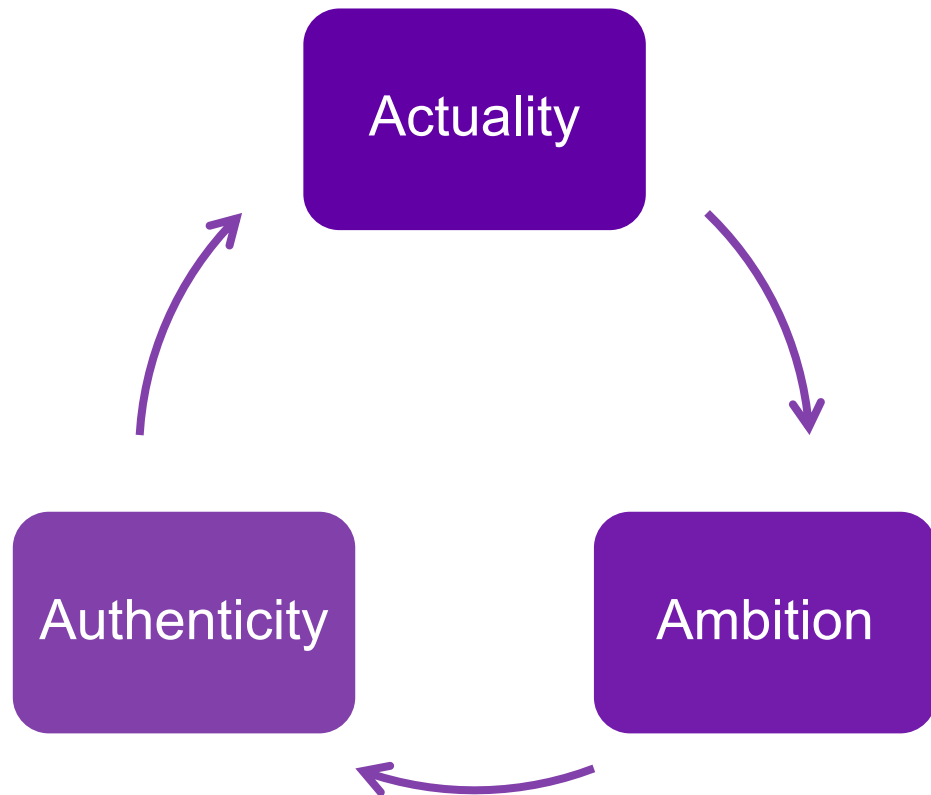
- We want to see a return and recognition of the investment we have made to our products in recent years
- To accelerate adoption as economies and businesses rebound

## Authenticity

- Double down on what we have in the ground
- Focus on quality of experience and service
- **Be clear on our value proposition for customers today and as the foundation for investment decisions tomorrow**

# Customer centricity – AI/ML

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## Actuality

- A parallel world has opened up
- Customers have new expectations that are being met by new providers
- Exploration and innovation are happening at an accelerated pace; what is being asked for now will be different in 6 months time
- The competitive moat you have dug has just been filled in

## Ambition

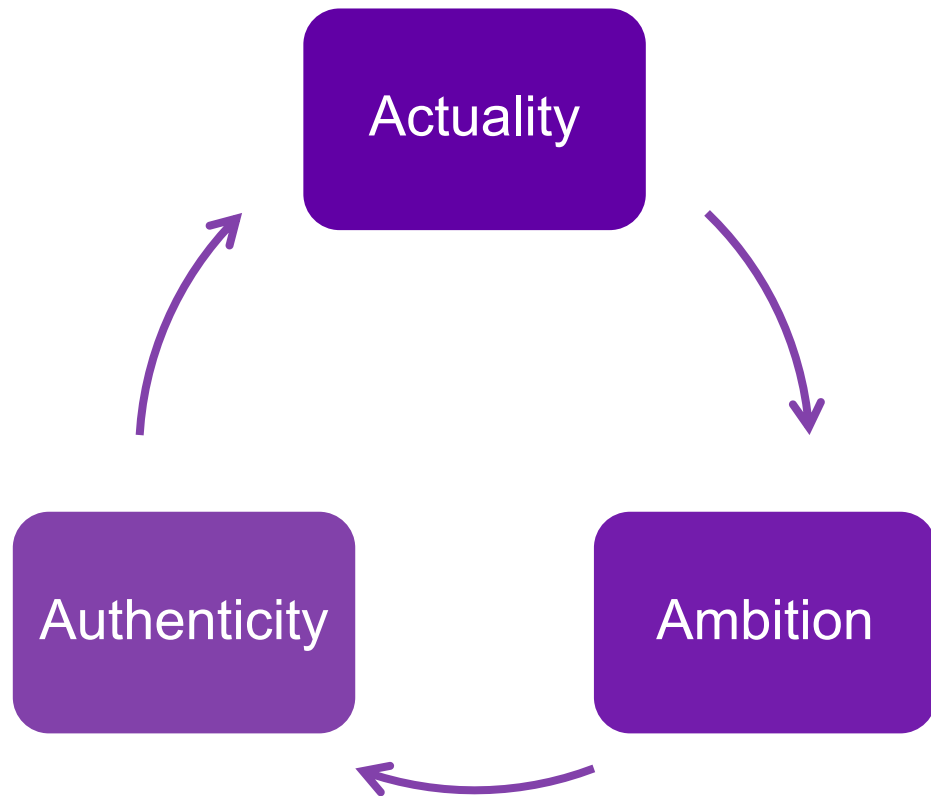
- To deliver value from AI/ML on behalf of our customers
- To delivery better productivity and experiences for our people

## Authenticity

- Our mission is the same today as it was yesterday
- Understand what our customers need
- Be clear with our teams that experimentation and innovation is encouraged, but sustainable execution is paramount
- Be clear on our value proposition for customers today and as the foundation for investment decisions tomorrow

# Customer centricity – authenticity

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## **Actuality**

- As leaders and as businesses we are being pulled in many different directions all at once; by our customers, our teams, our shareholders, and ourselves

## **Ambition**

- We want to be successful across many, if not all, of the dimensions our stakeholders expect us to be

## **Authenticity**

- Be honest with yourself and others on what you will do consistently and reliably