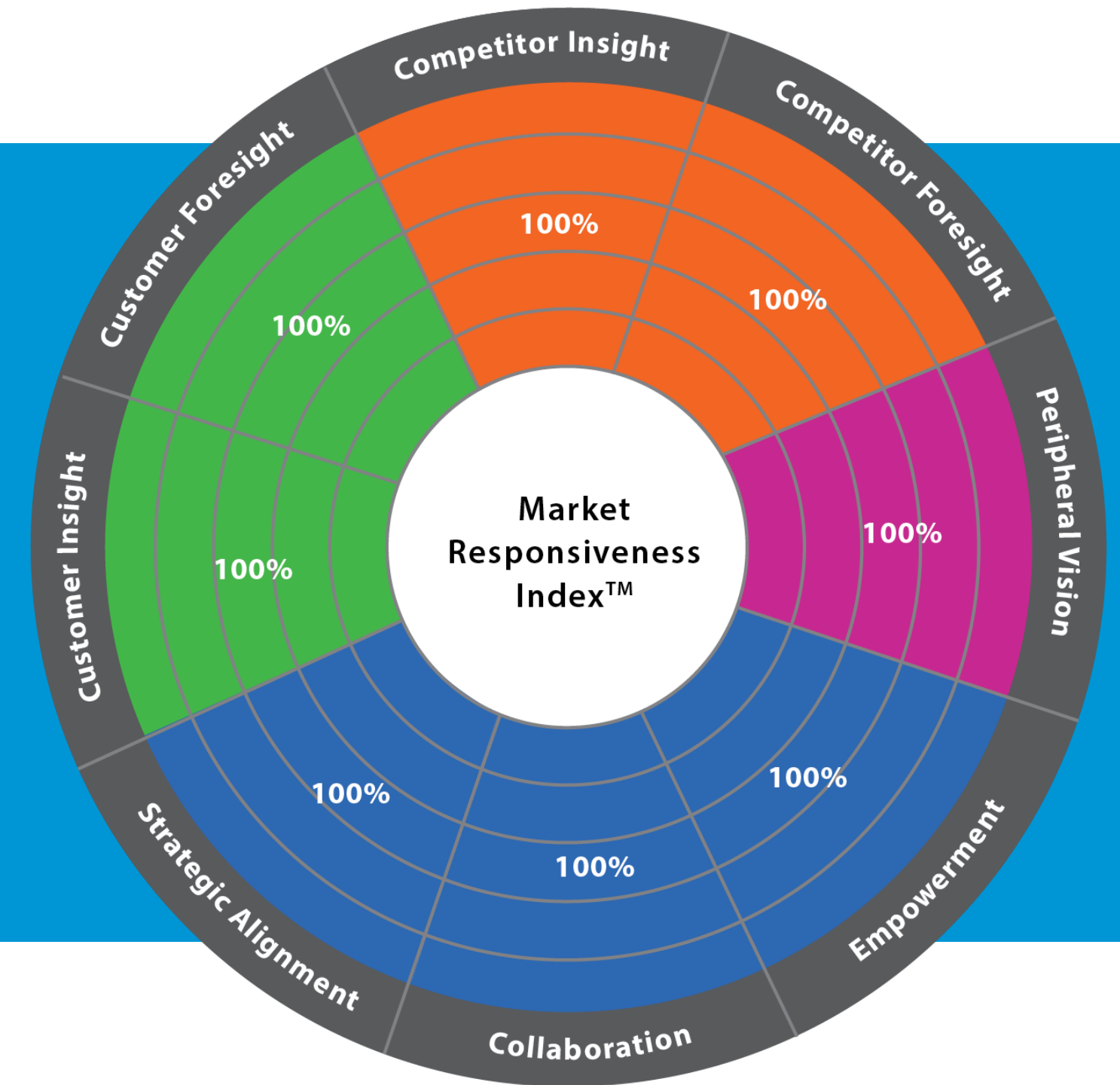


MARKET RESPONSIVENESS INDEX™ BENCHMARK REPORT

*“What’s best for the customer
is best for your business”*
The Customer Culture Imperative



Sample Report



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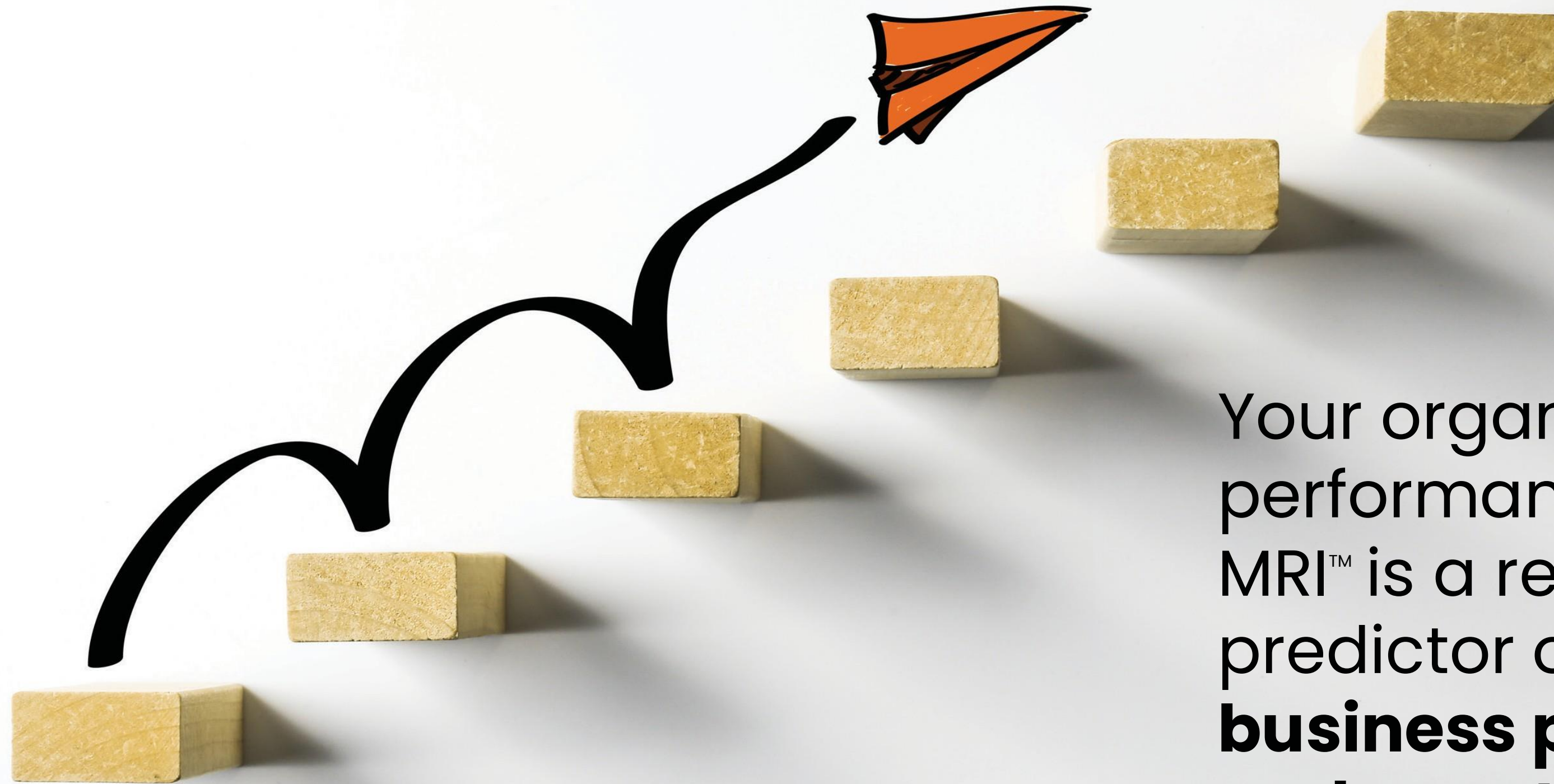
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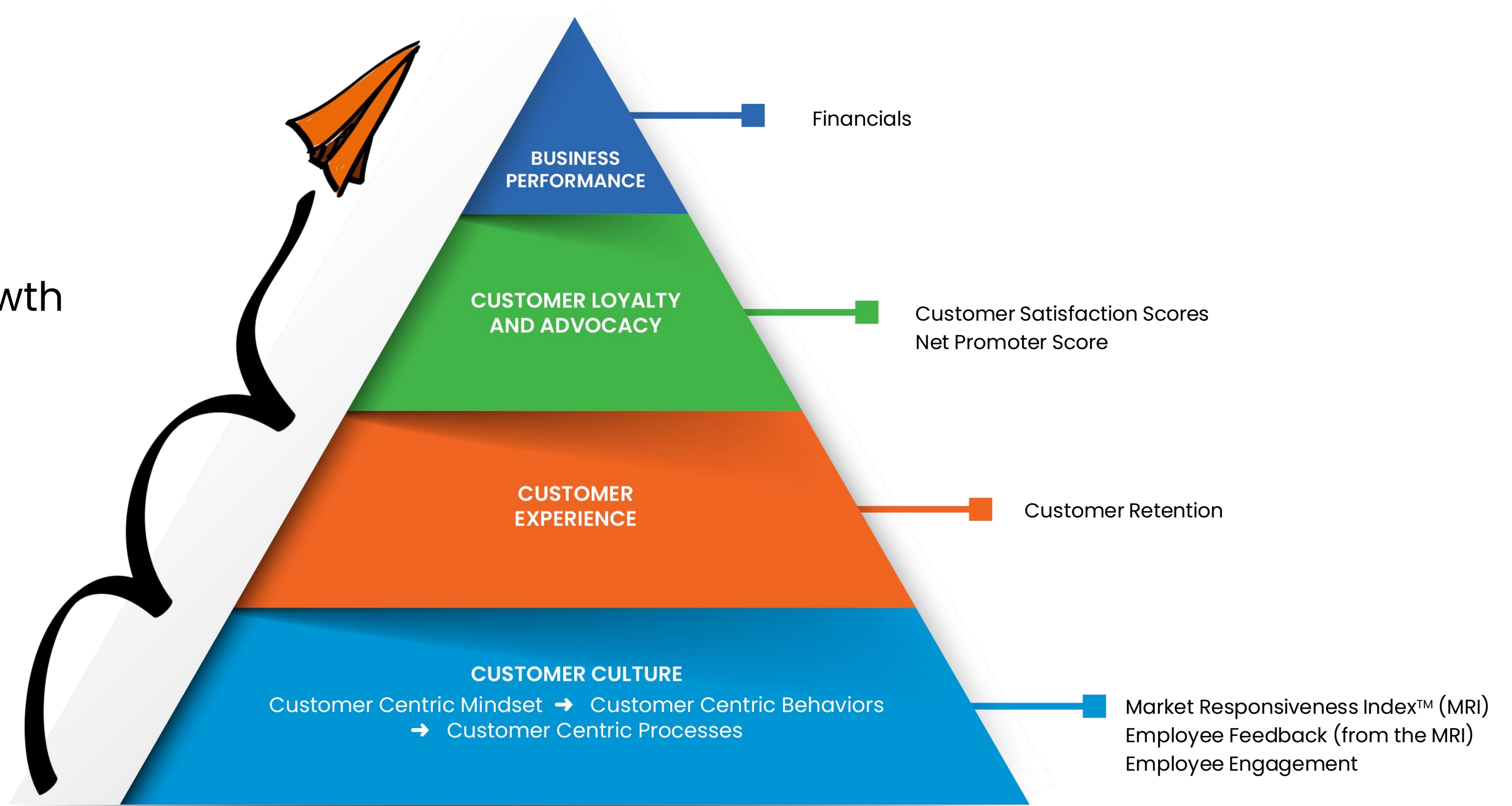
WHY YOUR MRI™ PERFORMANCE MATTERS...



Your organizations performance on the MRI™ is a reliable predictor of future **business performance and growth.**

CUSTOMER CENTRIC BEHAVIORS

Drive customer experience, loyalty and profitable growth



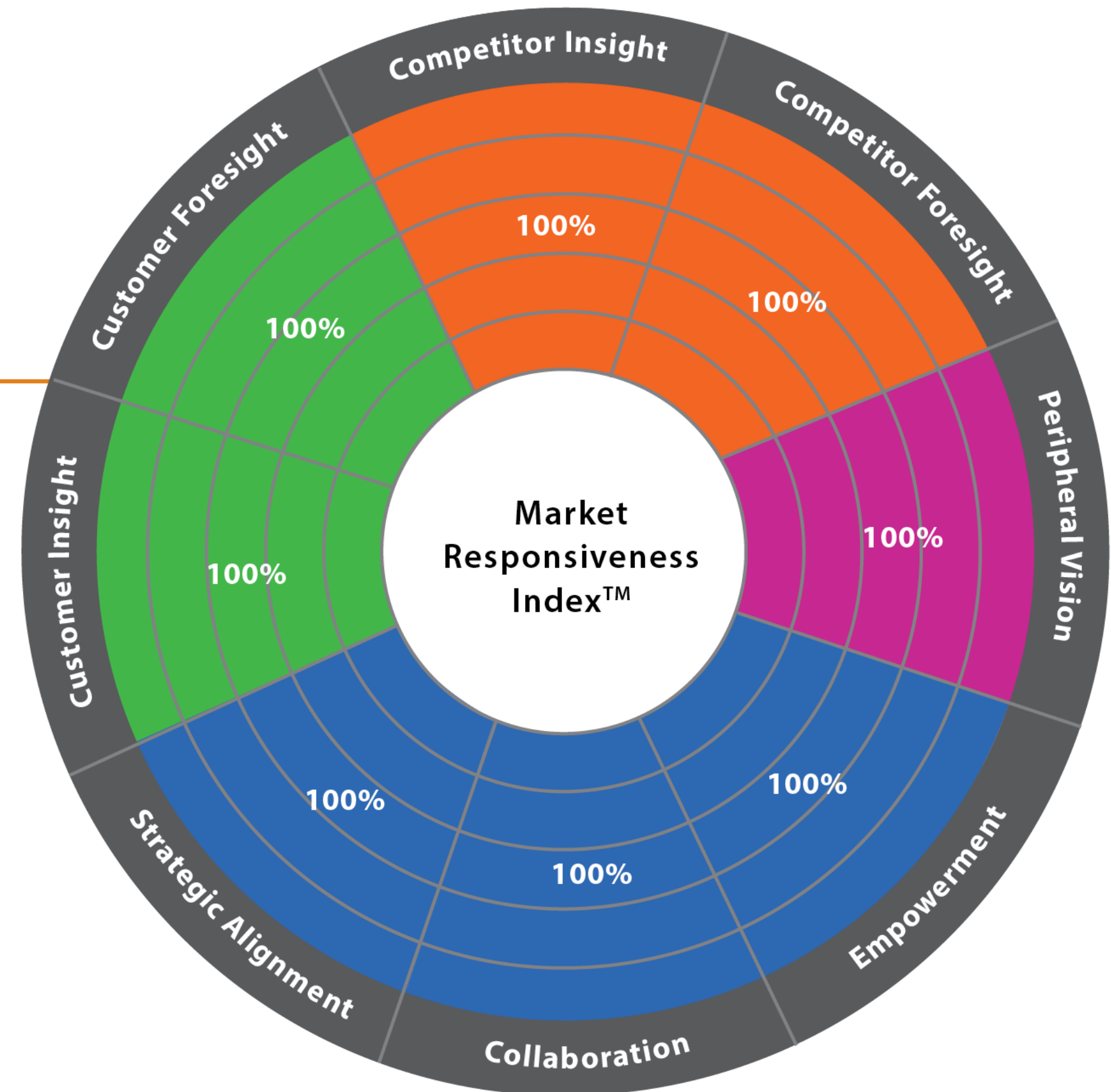
The MRI measures behaviors on 8 disciplines

A company's score is ranked against all other organizations in the database on each of the 8 disciplines.


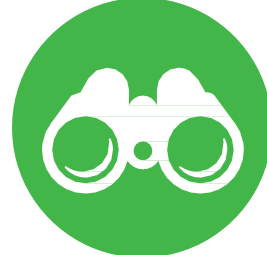

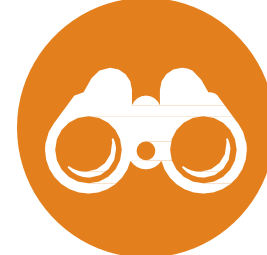

Maximum score is 99%

Average Score is 50%

Lowest score is 1%



THE MRI™ MEASURES 5 EXTERNALLY ORIENTED BEHAVIORS

 CUSTOMER INSIGHT	 CUSTOMER FORESIGHT	 COMPETITOR INSIGHT	 COMPETITOR FORESIGHT	 PERIPHERAL VISION
<p>This measures the extent to which employees monitor, understand, and act on current customer needs and satisfaction.</p>	<p>This measures the extent to which employees anticipate customer needs, recognize unspoken needs, consider future needs and take action to satisfy them.</p>	<p>This measures the extent to which employees monitor, understand, and act on current competitor activities and take action to incorporate these in their actions to improve customer experience.</p>	<p>This measures the extent to which employees identify and consider possible future competitors and how they might affect the value that will be offered in the future.</p>	<p>The extent to which employees monitor understand and respond to trends in the larger environment (Political, Economic, Social, Technological, Environmental and Legal).</p>

EXTERNAL DRIVERS: these behavioral disciplines lead to an understanding of “the market.”

AND 3 INTERNAL ENABLING BEHAVIORS



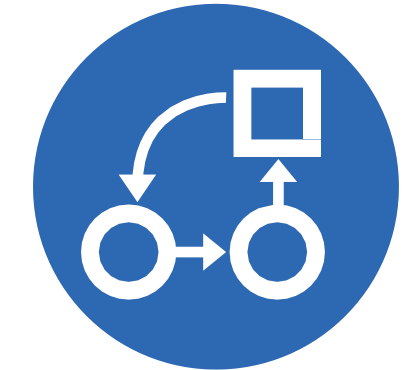
EMPOWERMENT

The extent to which employees are able to make decisions that are best for the customer without the explicit approval of senior leaders.



CROSS-FUNCTIONAL COLLABORATION

This measures the extent to which employees interact and collaborate cross-functionally. This includes spending time with people from other work groups, taking a cross-functional perspective, sharing information, and inviting contributions.



STRATEGIC ALIGNMENT

This measures the extent to which employees understand, attend to, and enact the vision, mission, objectives and strategic direction of the company in their day-to-day activities, specifically focusing on the customer.

INTERNAL ENABLERS: These behavioral disciplines leverage employee action to successfully address customer needs.

LINKS TO BUSINESS PERFORMANCE OUTCOMES

Factors		Customer Satisfaction (Retention)	Innovation (Customer Growth)	New Product Success	Profit Growth	Profitability (ROI)	Sales Revenue Growth	Employee Satisfaction (Engagement)	Employee Retention (Cost)
	Customer Insight	✓	✓	✓			✓	✓	
	Customer Foresight		✓						
	Competitor Insight				✓	✓	✓		
	Competitor Foresight		✓	✓					
	Peripheral Vision		✓						✓
	Empowerment	✓	✓						
	Cross-functional Collaboration	✓	✓	✓	✓	✓	✓	✓	
	Strategic Alignment	✓	✓	✓	✓	✓	✓	✓	✓

THE CIRCUMPLEX CHART – HOW TO READ IT

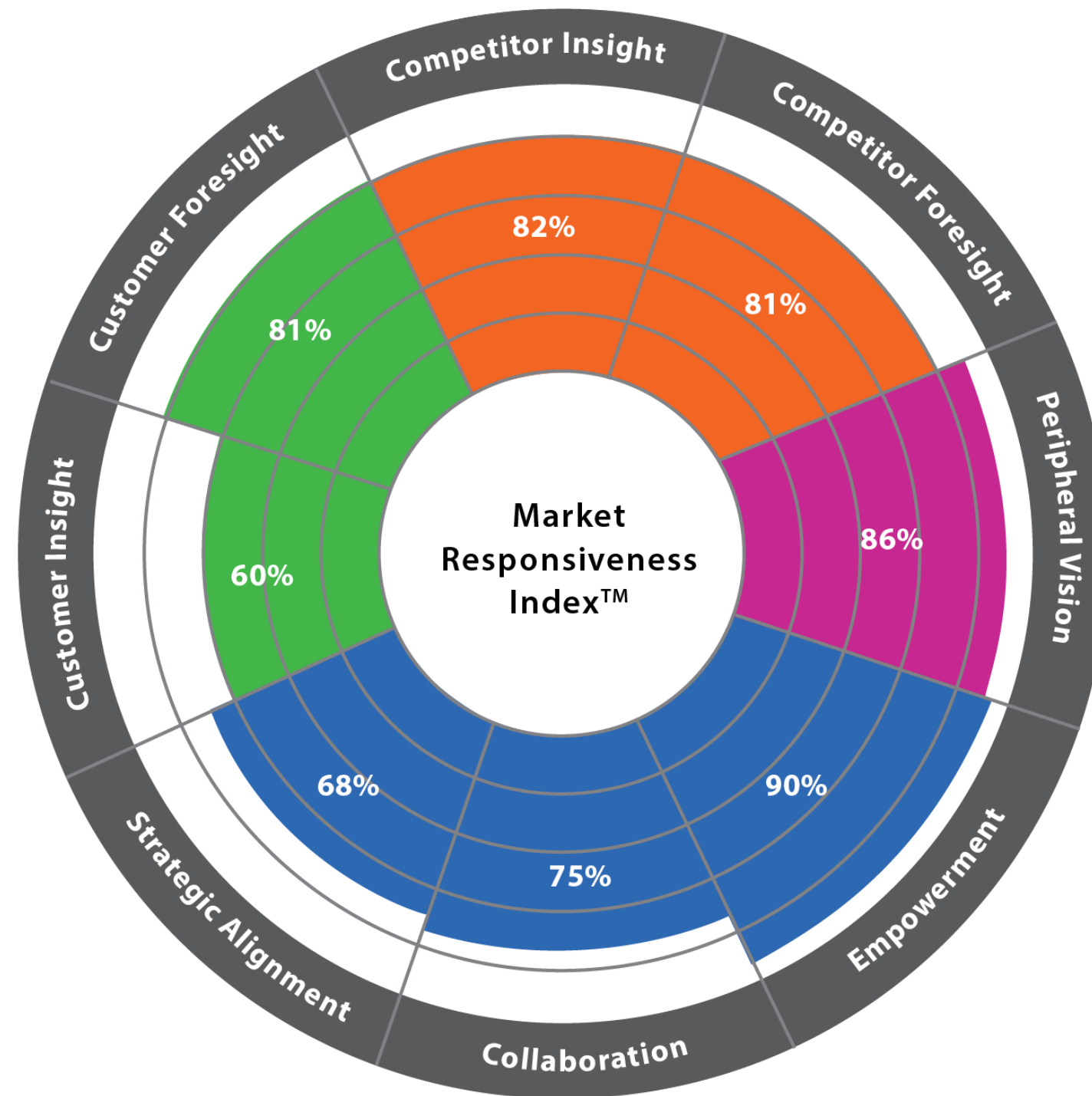
The circumplex graphics at right, which are part of every MRI™ report, are samples.

Their relative scores closely correlate with high and low business performance metrics.

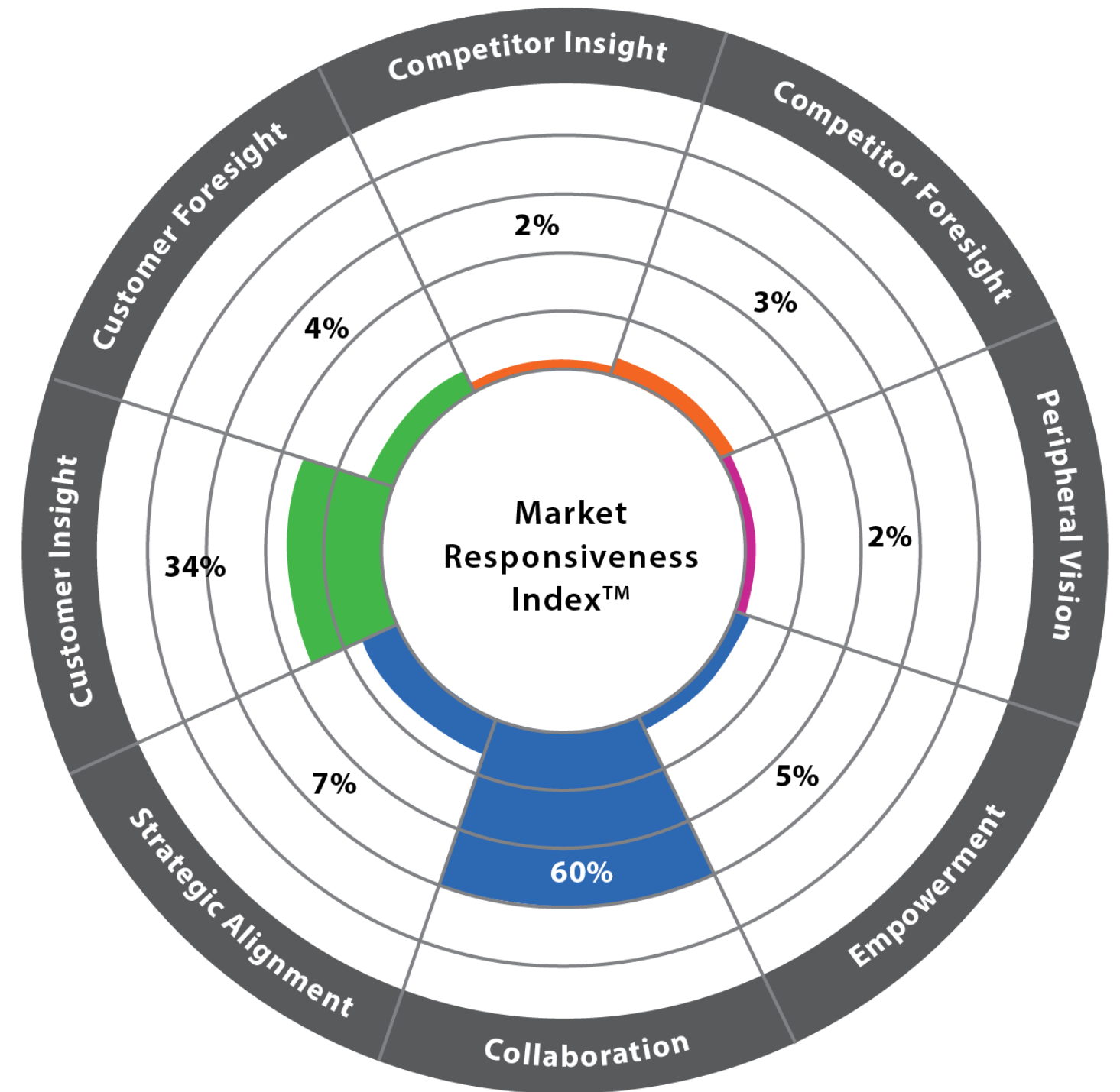
The one on the left represents a high customer culture performer and, on the right, a low customer culture performer.

The circumplex measures 8 disciplines. The discipline is filled with color to represent the percentile performance. A number is also included.

The more color the higher the performance.



HIGH CUSTOMER CULTURE PERFORMER



LOW CUSTOMER CULTURE PERFORMER

PERCENTILES – MAKING SCORES MEANINGFUL

MRI Benchmark performance results are expressed as percentiles. Percentile is a ranking scale ranging from a low of 1 to a high of 99, with 50 as the median score.

A percentile rank indicates the percentage of a reference or norm group obtaining scores equal to or less than the reported score.

A percentile score does not refer to the percentage of questions answered correctly or ideally, it indicates the group's standing relative to the norm group standard. The norm group is made up of more than 1000 companies globally.

Percentiles are used because raw scores provide very little meaning and can often be misleading. Normed percentiles, on the other hand, provide meaning, showing how scores relate to those of other companies.

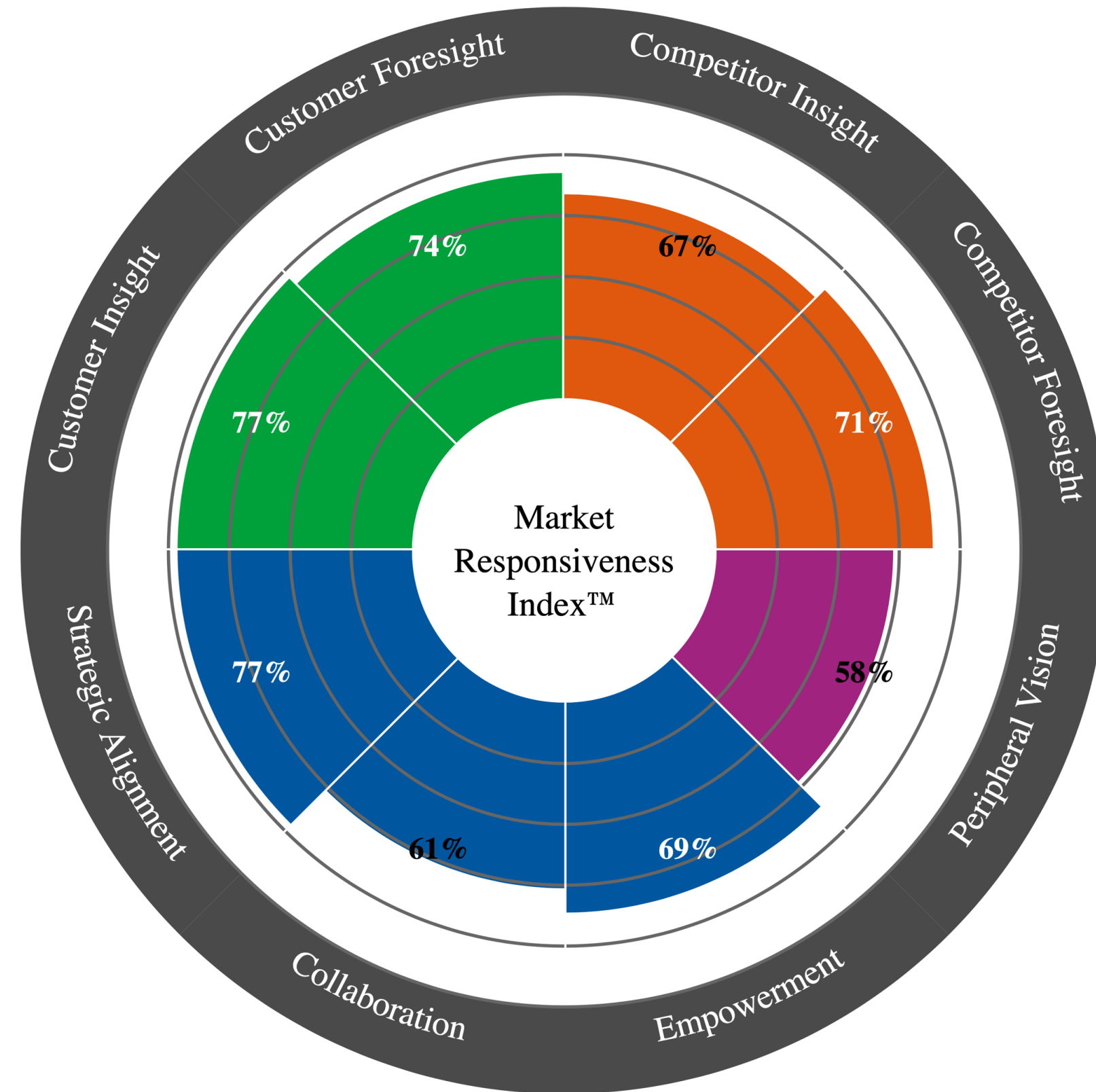
Substantial empirical research, including our own, shows that scores are comparable across industries, geographies and demographics, allowing percentiles to be used with great confidence.



OVERALL MRI BENCHMARK RESULT

Total Participants 196
Total Audience 221
Percentage Responded 88%

Overall MRI Benchmark
Score 69



INFORMATION ON THE MRI™ ASSESSMENT

Respondents were presented with 40 statements about behavior across their organization or department.

They were asked the degree to which they agree with each statement on a 7-point scale, ranging from “**Strongly Disagree**” to “**Strongly Agree**.”



Example: “We set priorities based on our understanding of our customers’ needs...”

THIS PROVIDES A BENCHMARK AGAINST THE DATABASE WHICH INCLUDES HIGHLY CUSTOMER-CENTRIC ORGANIZATIONS AND WHAT YOU CAN DO TO IMPROVE

OPEN ENDED QUESTIONS – VERBATIM COMMENTS

Respondents were presented with 8 open ended questions to gain their feedback for action.



Example: *“What is the one thing the senior leadership can do to improve the customer centricity at your organization?”*

THIS PROVIDES DEEP INSIGHT VIA VOICE OF THE EMPLOYEES ON WHAT IS REQUIRED TO STRENGTHEN THE ORGANIZATION’S CUSTOMER CULTURE.

SAMPLE OF DATABASE PARTICIPANTS



WHICH FACTOR SHOULD BE PRIORITIZED?

The Market Responsiveness Index identifies risks that have short term impact and those that are longer term risks

FACTORS AND RISK IMPACT	EXAMPLES OF RISK	YOUR MRI SCORE
CUSTOMER INSIGHT Short Term Impact	Lack of understanding of current customers' needs; loss of existing customers and market share to competitors.	77 %
CUSTOMER FORESIGHT Longer Term Impact	Lack of understanding of future needs of existing or new customers; inability to gain new customers and high cost of customer acquisition.	74 %
COMPETITOR INSIGHT Short Term Impact	Lack of understanding and factoring of competitors' strategies; declining profit margins, declining rates of profit and revenue growth.	67 %
COMPETITOR FORESIGHT Longer Term Impact	High new product failure rate; losses from new product/service failures; loss of share and revenue to new competitors.	71 %
PERIPHERAL VISION Longer Term Impact	Lack of innovation; lack of understanding of threats and opportunities from impacts of changing technology, economic changes, technology, social and political/legislative changes.	58 %
EMPOWERMENT Longer Term Impact	Lack of ideas and innovation; lack of challenges to the status quo; lack of constructive staff engagement; resistance to change.	69 %
CROSS-FUNCTIONAL COLLABORATION Longer Term Impact	Inefficiencies from duplication of work; breakdown in value delivery due to lack of knowledge and information about other functions; rising costs, slower service delivery and missed opportunities.	61 %
STRATEGIC ALIGNMENT Short Term Impact	Ineffectiveness due to lack of understanding of organization/business unit strategy in different functions and different levels of the hierarchy; lower margins due to mistakes in strategy implementation.	77 %

HOW TO INTERPRET RESULTS AND A GUIDE TO ACTIONS



To help provide a better understanding of your results and the 8 disciplines of building a customer culture we provide access to a **FREE online tutorial**. Normally priced at \$US49.

The MarketCulture Academy Short Course provides:

- Videos and materials that explain the 8 practice disciplines of building a strong customer culture
- How to interpret your MRI scores and decide on priorities for improvement
- A best practice guide for leaders to understand how to create change
- **BONUS:** Additional Benchmarking Data from our Global 300 Study of Organizations Worldwide (Valued at \$US995).


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Billed today (USD)		\$163.90

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