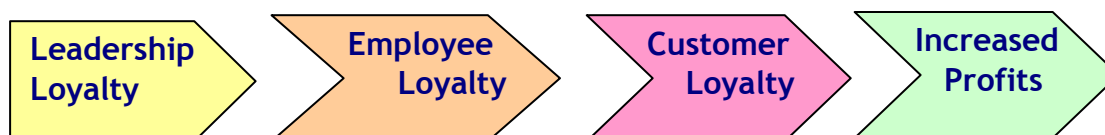


## The Investor in Customers model

### Background

The IIC model assesses the customer centricity within a business and has been developed following extensive analysis of published research studies.

The analysis covered work from Peter Drucker, Tom Peters, Arie de Geus, Robert Townsend, Chris Prahalad, Gerald Zaltman, Gary Hamel and many others with Frederick Reichheld's loyalty value chain a primary influence.



Reichheld's research proved that better than good customer relationships had wide-ranging results within and beyond the organisation. Making customers central to the business enables higher profits. It goes much further, however.

It provides a competitive edge that does not merely attract and retain worthwhile customers - it ensures that the business becomes a magnet for the best employees.

Having drawn a superior work team, they in turn devote themselves to delivering the best possible services and products at the lowest possible cost, which enables the firm to attract, delight and retain increasingly profitable customers.

The IIC Model evaluates all of the key relationships described above in order to establish the customer centric value within a business.

### Analysis categorisation

Our conclusions from the work are that the 4 main determinants of customer centricity are:

- Understand customer needs
- Meet customer needs
- Delight customers
- Engender loyalty

As well as being academically based, these four key areas reflect traditional marketing theory.

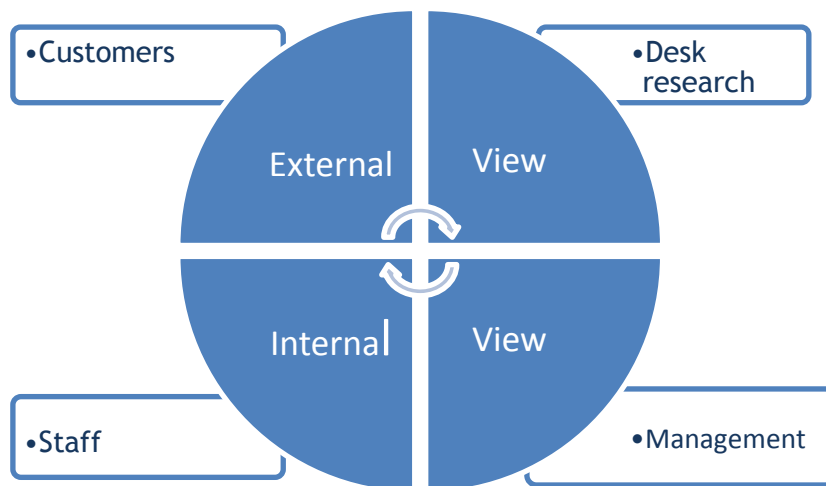
In order to establish how customer centric an organisation is, we have identified four components of each of the key areas that allow us to measure the customer heartbeat within the business.

The following 16 metrics are critical elements in the IIC model and allow us to evaluate performance at a detailed level.

Understand customer needs	Meet customer needs	Delight customers	Engender loyalty
Know your customer	Product quality	Treating customers fairly	Repeat purchases
Understand needs	Product/customer match	Right first time	Willing to recommend
Anticipate needs	Customer feedback	Customer always right	Quality relationships
Communication	Easy to do business with	Post sales follow through	Customer experience

### Data sources

The analysis is derived from four different areas, covering the view from inside and outside the organisation:



Uniquely this provides two internal and two external perspectives on the same 16 metrics, which means that the IIC model gives a full 360° view of customer centricity.

Each of these groups is assessed by the use of relevant questions in each of the 16 different areas.

The scores are aggregated to create a statistically based norm “score” for each of the 16 categories in each section. The comprehensive nature of the IIC assessment means that we have the ability to analyse and cross analyse 64 different areas (16 key areas x 4 data sources).

This unique system allows a comprehensive and insightful analysis of a company and their “customer focus”.

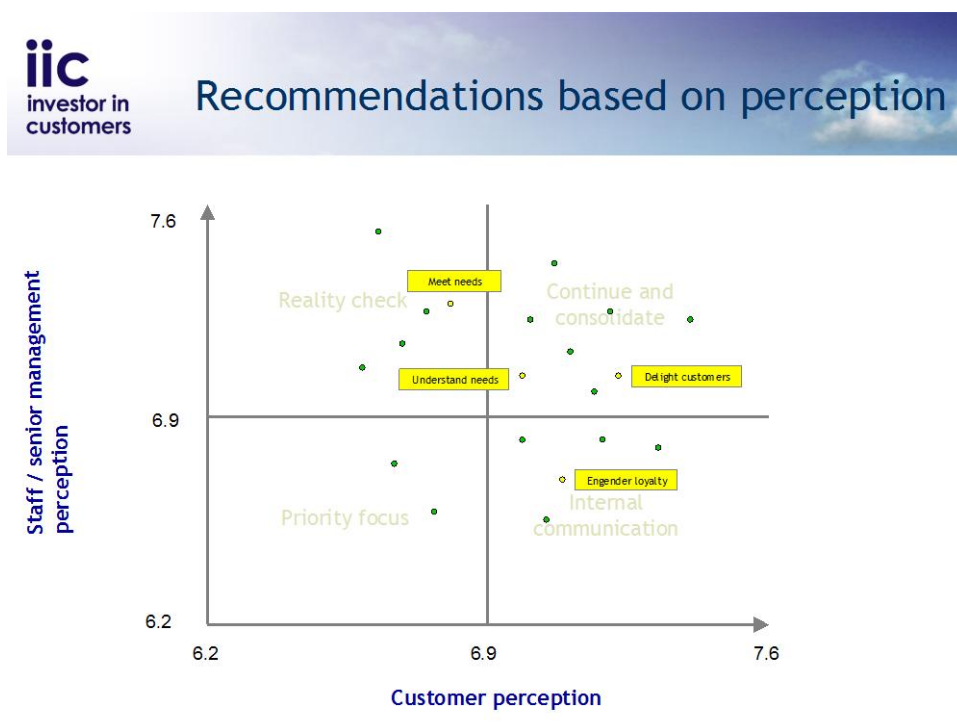
### Pilot testing

We carried out assessments with five companies in a live environment, which validated the approach and enabled us to fine tune the methodology.

### The quality of customer/staff relationships drives the success of a business.

The model can be used to establish the customer centric dynamics of a business and the analysis accurately highlights the areas of weakness and allows corrective actions to be put in place, which will help restore the balance between customers and the business

For example, we plot the 16 different metrics in the context of customer and staff perceptions to identify priority areas of attention.



### Benchmarking

As the data within the model builds we will create benchmark reports for particular sectors or across sectors

### Market Research Society

We adhere to the Market Research Society “Code of Conduct” for market researchers.