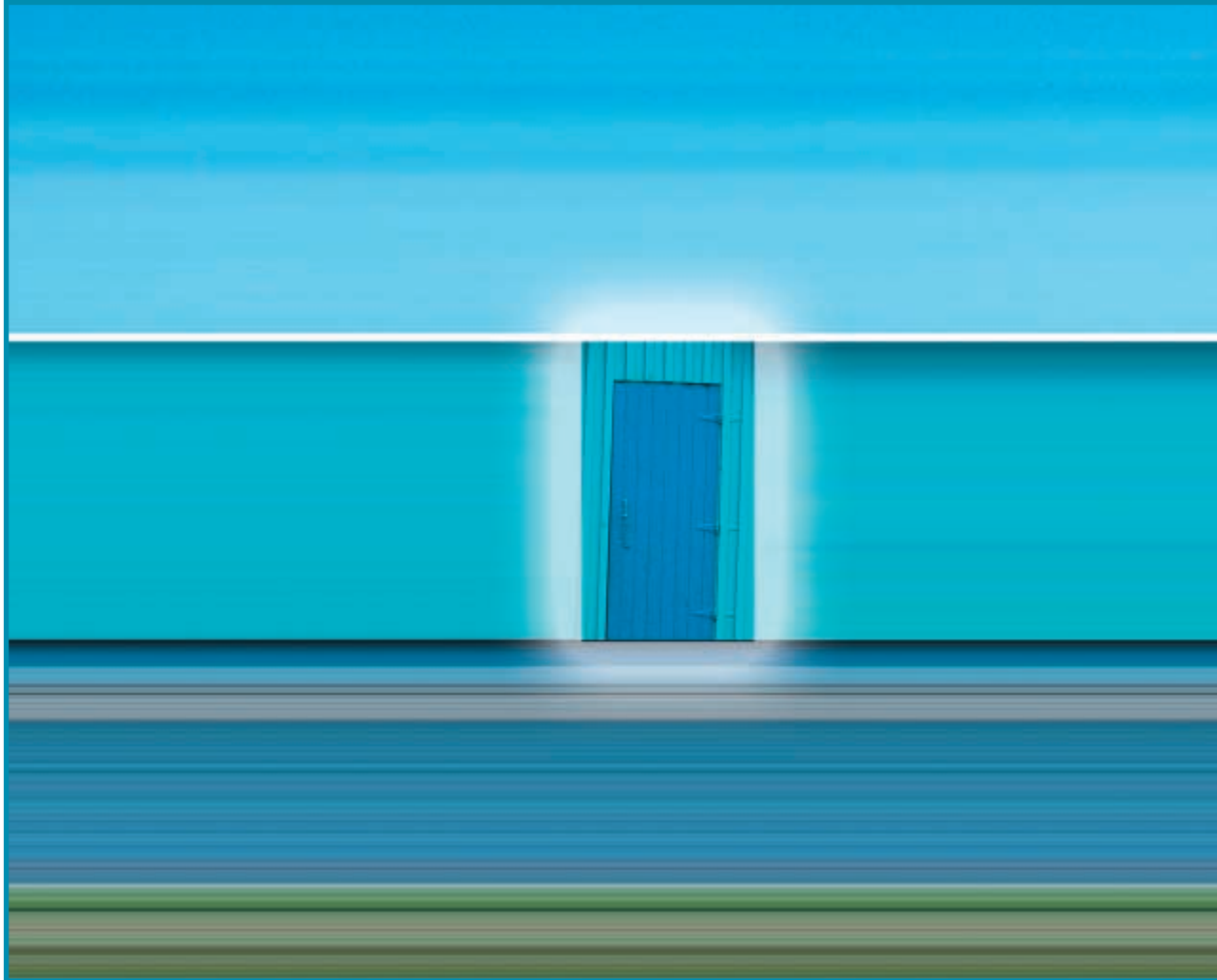


# CUSTOMERS



**KnowledgePartners**

Better Answers to Business Challenges



## Customer Challenges

KnowledgePartners has a range of Advanced Research Solutions that can provide you with a different perspective on your customers.

To help you address your customer challenges and enhance your vision, knowledge and ideas, we ask the most important questions and use leading-edge thinking to deliver better answers.



## Customers?

Businesses are continually trying to understand customers, keep their loyalty and increase their long term profitability. It is so competitive these days that asking 'the usual' questions about your customers does not mean that you will stay ahead.

### Marketing, Customer Service or the Board?

We believe that staying ahead is dependent on the quality of the questions that you ask about your customers and how you convert the answers into business strategy.

The **Very Important Questions** that you need answered about your customers are often the ones that you find it most difficult to obtain. **Such as ?**

How can I make sure that my products and services match my customers changing Lifestyles? (And how are Lifestyles changing, anyway?)

How do I make sure I am offering the best trade-off to customers between product, service and price?

At what point should I stop investing in the loyalty of each customer?

Have you ever stared at a series of research slides with copious amounts of charts and flat-lines, that don't really tell you the story you need to move your business forward?

Or perhaps some of your questions are not answered in a reliable way which means that your strategy may be flawed, marketing effectiveness reduced, lower ROI, incomplete answers to the Board and so on.

### Better Answers

We believe that business people should insist on the best possible answers. These types of answers come from both the questions you ask and the way you analyse the information and turn it into vision, knowledge and ideas.

**KnowledgePartners™** are a different type of 'research' company. The focus of our team is on helping our clients get better answers to their most important challenges. Our Advanced Research Solutions are aimed at working directly with business people on the leading-edge - where the goal is exploring new possibilities or reducing uncertainty.

### Unique Resources

We have access to a unique set of resources to help us deliver on this. From a 6-star business school to international experts, from advanced tools to relaxing Lakes.

If you are a business person who wants someone to help you get to the Very Important Questions and provide you with the best possible business answers, then let us know how we can help.



### Advanced Research ?

This is the KnowledgePartners key to getting 'better answers' and going beyond the usual information. We go deeper into the data to provide something more meaningful and actionable.

### What Then ?

We convert the complex results and offer them back to you in business language, providing you with more vision, knowledge and ideas rather than 'data'. That's because we mix our advanced researchers with experienced business people who know their specialist industries or subjects.



## Very Important Questions About Customers

The emerging trends in customer 'science' show that customer satisfaction and loyalty are still core to business, but the routes to achieving these are evolving. Areas such as lean consumption, customer service ROI and customer equity are becoming key issues for marketing, customer service and the Board.

### What sort of questions are we talking about?

#### Am I wasting money on retaining my customer's loyalty?

There is a point at which further investment in a specific customer 'variable' provides no return. Previous projects show how investing more in hygiene factors provides no increase in loyalty.

This means you could be over or under-investing in customers and reducing your customer service ROI.

### What is Lean Consumption?

Lean Consumption offers a new beneficial way of adding more value to customers. Pioneered by Womack and Jones<sup>1</sup>, it shows that customer loyalty is greatly affected by the experience with your product or service both during the shopping experience and after they have bought it. Edward Truch has supported this thinking with his paper on the Influence of Lean Consumption on Brand<sup>2</sup>.

In other words, your customer loyalty is probably affected by how lean your products and services are.

### What is the 'book' value of my customer base?

And why should I care? New regulations mean that measuring the value of the customer base has become increasingly important as the shareholder value of the business diverges from simple financial assets. The Board needs to understand and report on this 'customer' asset.

In the future, the Board will need access to a whole new category of information.

## The Big Picture

Of course, you have to keep an eye on the customer 'basics'. KnowledgePartners uses its experience across the spectrum of many customer research projects – to cover the basics and new areas alike. We are continually reviewing business research to spot and understand the latest trends in all areas of 'customer'. From customer satisfaction to creating demand. From market segmentation to the exciting possibilities of consumer disposition and emotional attachment to products.





### What value should you demand from a Research Company?

As you would expect, we continually survey the market to find out what organisations want from a Research Company.

#### The Results?

- Better understanding of client's challenges
- Better data collection and analysis
- Better reporting and presentation of results

Find out more about our MR2 Programme and how you can benchmark your research value against the competition.

# The KnowledgePartners™ approach

## Better Answers to Business Challenges

This is our goal and it helps to provide our clients with greater vision, knowledge and ideas about their business.

Our strengths:

**Business Focused. Advanced Research. Forward Thinking.**

We realise that our strengths lie in being leading-edge and business-focused. We can provide the research 'basics', but our experience, focus and access to unique resources means we have an ability to help our clients by going beyond standard research.

## We are Business Focused

We can provide you with answers that will help you directly with new business challenges or business strategy. Our experienced advisors talk straightforward business language to provide you with honest analysis and enable you to get the most out of the results.

Business research often points the way to the future. So, we combine developments in the business research field with the latest practices in leading companies. We also monitor every major sector for emerging business trends.

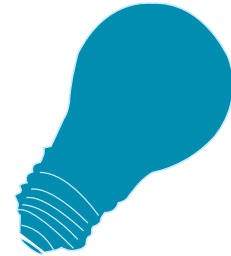
## We use Advanced Research Techniques

This means that we can deliver more precise results from the data. We achieve this through our continually evolving tools and techniques to provide an essential balance between qualitative (the stories) with quantitative (the numbers) research. If you base your business strategy on research, it goes without saying that if the research results are unreliable or incomplete then your business strategy will be too.

Quite often the research results don't even tell you what you need to know. A more sensitive view of the data can provide better answers. KnowledgePartners are experts in advanced data analysis, which means that we can dig deeper to give you precise, reliable and meaningful results. More sensitive research instruments can reliably measure small but important effects.

## We are Forward Thinking

We don't want to tell you what has happened. We would rather tell you what is likely to happen in the future. Quite often research tries to "predict the future by looking in the rear-view mirror" but there are more sophisticated ways of tackling this. KnowledgePartners continually looks at improved methods of predicting the future, combining business research with new predictive analysis techniques.





#### Past Project: Loyalty from Brand

A major high street bank required a deeper understanding of how its brands impact customer spend and value. A brand evaluation studying awareness levels, perceptions, switching propensity, and impacts on loyalty, trust, and affinity to the brand was carried out. This has enabled the bank to gain a greater understanding of their consumers' brand involvement and grow loyalty by focusing on the value drivers.



## How can we help you with your customers?

**KnowledgePartners™ Advanced Research Solutions.**  
We decided that it was easier for our customers to wrap up what we do into neat research & advisory solutions. Where necessary we can tailor each of these to your requirements.

Our latest Customer solutions include:

### **Lean Consumption and Customer Retention**

A diagnostic benchmark that allows you to assess how user-friendly your products and services are, particularly in the post-purchase phase, and how this impacts brand loyalty.

### **Improving ROI in Customer Services**

A comprehensive assessment framework for measuring the satisfaction and loyalty of your customers and how these are driven by the quality of your products and services.

### **Growing Market Share**

A customer-choice modeling framework that provides an in-depth understanding of how and why customers choose or reject your products/services and provides insights into what actions can be taken to grow customer value and retention.

### **Growing Customer Equity and Shareholder Value**

A valuation framework for measuring customer equity and the impact of your customer base on the market value of your Company. This will help with reporting to shareholders and city analysts who are increasingly interested in the intangible assets that underpin corporate performance.

### **Growing Profitable Market Segments**

A set of precision tools for segmenting your customer base into categories which align with your business objectives and take into account factors such as customer value, lifestyle and preferred purchasing channels.

Each of these areas consists of the main Service, plus options for ongoing monitoring - a subscription-based 'tracker' - and other 'add-on' services.



## Global Expertise

Leif Edvinsson

Professor Leif Edvinsson is the world's leading expert on Intellectual Capital (IC) and has worked in partnership with us on the Knowledge Management Forum at Henley Management College.

He was the world's first Corporate Director of Intellectual Capital at Skandia and professor of Intellectual Capital at Lund University. Professor Edvinsson is also special advisor to the United Nations International Trade Centre and has won the prestigious 'Brain of the year' award alongside Gary Kasparov and Prof. Stephen Hawking.

## Meet some KnowledgePartners

### Who might you expect to work with on a KnowledgePartners project?

Here are just some examples:

#### Edward Truch

Dr. Edward Truch is Chairman of Knowledge Partners and Visiting Professor in Management Science at Lancaster University Management School. He is founder of the Knowledge Management Forum at Henley Management College and was formerly Head of Practice of Fujitsu-ICL Consulting.

As an expert in business strategy, global organisation and knowledge management, he advises the boards of multinational companies and UK and overseas government departments on the Information Society, industrial policy and public administration reform. His recent publications include the books *Leveraging Corporate Knowledge* and *Knowledge Orientation in Organisations*. Edward holds a doctorate from Henley Management College and Brunel University and an MA in Physics from Oxford University.

### Unique Resources

We are based at Lancaster University, one of only two 6 star Business Schools in the UK. Our research offices are located in Infolab which also houses the largest ICT technology research facility in Europe. We also manage the Centre for Innovation – sponsored by Microsoft, EDS, Unisys, and the BCS – as well as creating the Knowledge Management Forum and Research Institute at Henley Management College.

We have associate consultants from every major industry sector and use our international network of experts to help keep our clients ahead - from Intellectual Capital experts in Stockholm to Prediction experts in Sydney.

#### Chris Fenton

Chris is one of our research managers and chief storyteller. One of his roles is to create the 'business story' from the numbers. Chris has an MA in Organisational Learning at Lancaster University Management School and recently worked with BT looking at how teams can work across organisational boundaries. His business interests include narrative and organisational storytelling as a management tool and as a way of understanding why projects don't turn out the way you expect and can have a life of their own.

#### David Llewellyn

Dr. David Llewellyn has over 20 years' experience leading complex international projects - especially within the Pharmaceutical industry - and ensures our major, complex projects are delivered successfully.

He is skilled in complex problem structuring, organisational analysis, change management and project management. He has worked in various related roles at ICI and AstraZeneca where he worked with senior management teams on the development of business strategies in European marketing companies.



Why are you based at Lancaster University & Infolab21?

Lancaster University offers some of the best academic facilities in the UK. Also, being based near the Lake District allows us, and sometimes customers, space to think clearly about business problems.

## What should I do next?

### Give us a question

Just pick up the phone and talk to us about your business challenge or a question you would like answered. We are happy to act on a specific problem or question, or you can even just bounce ideas around with one of our Directors or Consultants.

Our phone number is **+44 (0)1539 444 555**

Or you can email Nick, our Business Development Director, on [nick.truch@knowledge-partners.com](mailto:nick.truch@knowledge-partners.com)

## What else do you do?

Our capability is split across three main areas:

### Advanced Research Solutions

These solutions are for business challenges. In addition to our Customer solutions, we have a similarly focused set of services for Products and Technology.

### 'Insight' Services

The Insight range of standard services cover most market research topics. From Customers to Products. Employees to Partnerships. Technology to Strategy. In both the public and private sectors. Designed for both business and research managers.

### Bespoke Ad Hoc

We can address most research requirements in advanced quantitative and qualitative business research. Just tell us what you need.

#### Notes

1 – Womack, J. and T. Jones (2005). "Lean Consumption". Harvard Business Review

2 – Dr Edward Truch (2005). "Lean Consumption and Brand Warmth". Journal of Consumer Behaviour.

# KnowledgePartners

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