

# Version 4.0 – The Latest Insights to Customer Loyalty

An advantage of having years of experience, the Walker Information Global Network constantly works to refine its scientific models. The latest developments provide even more insights to understanding the loyalty of your customers. Enhancements include:

- *A wider array of customer loyalty elements* – Customer choices have increased and the notion of loyalty has become more complex. Customers now have greater knowledge of competing brands and have more leverage in your relationship. Version 4.0 includes a loyalty measure that accounts for a greater array of customer experiences and perceptions in a way that still helps target priorities for the vendor.
- *Enhanced brand perceptions and communications guidance* – Marketers today want to understand the impact of brand identity and corporate reputation, even among existing customers. Our newest model helps guide your communications strategy by outlining brand and reputation elements that have the greatest impact on loyalty.
- *Deeper understanding of tangible benefits* – Business leaders need evidence that investing in customer-focused studies results in bottom line improvement. These new measures show that loyal customers are more resilient to the competitive pressures that otherwise might cause them to switch brands.
- *A profile of “trapped” customers* – Often, one-third or more of customers are “trapped” – feeling forced to do business with you. It is important to understand the switching barriers or other factors that keep them from switching, not only to better serve them in the future, but also to improve the relationship so that they *want* to stay, rather than feeling they *have* to stay.
- *A profile of “accessible” customers* – Often, a small percentage of customers are being serviced in ways they desire, but actually may be accessible to competitors. It is important to understand the factors that make them open to switching and to strategically counteract these factors, if controllable, with the goal of making these accounts more loyal to your company.
- *Improved alignment with employee measurement* – The link between employee experience and customer experience has been well demonstrated in the popular press. Yet for an organization to understand this link for its specific situation requires some alignment of customer measurements *and* employee measurements. Walker’s latest customer model has been specially designed to align better with employee measurement in a way that makes linkage more intuitive and clear.
- *Feedback on your company’s customer focus* – Many of today’s companies are very intentional about focusing on customers and meeting their needs. The idea of being “customer-centric,” “customer-focused,” or “customer-oriented” has become one of the critical operating values in many organizations. The best measure is the customer’s own voice. More than just quality service, customers should “feel” a level of care and emphasis that permeates every aspect of the total experience. Walker Information’s latest model explicitly measures the degree to which customers believe this orientation exists. Only customers themselves can answer whether or not they experience “customer focus” in the total customer experience.

## Walker Information Global Network

Walker Information Global Network is an international partnership dedicated to providing the best tools for measuring important business relationships. The network uses proprietary research tools developed by Walker Information, a world leader in customer satisfaction and loyalty measurement. WIGN clients around the world are provided business solutions combining sound research with practical applications to better measure and manage relationships with customers, employees and other critical stakeholders.

The Walker Information Global Network consists of more than 20 prominent research companies serving more than 75 countries. The combination of exceptional tools and this collection of partners provide both local insights as well as seamless global research capabilities.



Walker Information is the founding member of the Walker Information Global Network, providing the most recognized tools for measuring critical business relationships.

# Customer Relationship Assessment

## Walker Information Product Spotlight

**Success** in any business depends on your ability to establish, maintain, build, and protect relationships. Yet, in today’s highly competitive business environment it’s difficult to fully understand the dynamics of your customer relationships.

Are your customers loyal to your company? What is most important to them? What elements of your relationship *drive* their loyalty to you? How do you compare to your competitors? These are difficult questions. But understanding the answers can provide the guidance for strategies and tactics for a healthy, stable customer base – the foundation for corporate growth.

The Customer Relationship Assessment is designed to answer these questions and more. It combines a high quality, superbly designed, scientific relationship measurement model with a practical reporting system to help you better understand your customers. The Customer Relationship Assessment identifies customers’ commitment levels and the reasons they maintain (or lose) that commitment. It provides understandable and actionable information for every level of an organization from strategic to tactical to operational.

The Customer Relationship Assessment can be your best competitive advantage.

- **Measure** customer experiences and loyalty from the perspective of your customers.
- **Pinpoint** your key strengths to leverage.
- **Identify** your critical shortcomings that need the most immediate attention.
- **Learn** how you compare to your key competitors.
- **Identify** your customers’ key drivers of loyalty and commitment.
- **Produce** baseline measures for tracking improvement.
- **Zero-in** on “at risk” and other less loyal customers – identify them and take action before it’s too late.



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Beyond Satisfaction

Market leaders today know that the key to a profitable, long-term relationship with a customer goes beyond mere satisfaction. These companies know that they must be able to assess a customer’s commitment to repurchase, increase business, or recommend the company to others.

The Customer Relationship Assessment measures loyalty. The feedback gathered from your customers can uncover the key perceptions across business functions, service support areas, and company images allowing you to better understand the customer experiences that lead to repurchasing and referrals.

It is a powerful product that adapts a proven proprietary model for your company and industry to determine your customers’ loyalty. It includes custom design, data collection, processing, analysis, and incisive interpretation of results.

The Basics... and beyond

The Customer Relationship Assessment starts with the basic



premise that customer points of contact influence customer attitudes, which in turn influence customer behavior. Building on this, we use advanced scientific techniques to probe your relationships with customers and prioritize the relative impact that product perception, quality, business functions, image, and processes have on a customer’s loyalty to you.

Some of these areas have a large impact. Some have a small impact. The Customer Relationship Assessment identifies these areas, along with where the company’s performance is strong or weak. Armed with this knowledge, a company can plan to leverage strengths and address critical improvement areas within its products and processes. When results are benchmarked against the competition, the strategic map for market success becomes clear.

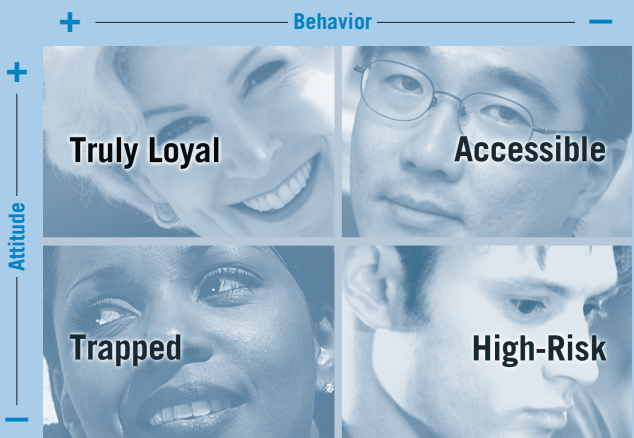
Insightful Reports: Translating Information to Action

You don’t have the luxury of time to plow through mountains of information from a research study. We know this and the Customer Relationship Assessment was developed with a

The Four Faces of Customer Loyalty

The Customer Relationship Assessment will provide a unique breakdown of your customers – segmented by loyalty grouping so that your actions are appropriate for each client. Specifically, your customers will be broken into four different groups:

- **Truly Loyal** customers like your company and choose to continue associating themselves with it.
- **Accessible** customers like your company but are not committed to staying – there should be opportunities to earn greater levels of their loyalty.
- **Trapped** customers are compelled to do business with you now, but it may not be because of their positive experiences. They may leave in the future when they can.
- **High Risk** customers are dissatisfied and actively looking for alternatives.



This differentiation allows you to develop targeted action plans for each group: to re-attract customers who are high risk, resolve the disenchantment of trapped customers, secure the loyalty of accessible customers, and reward truly loyal customers. In short, you receive the information needed for intelligent, ongoing segment-specific action.

reporting system allowing you to zero-in on the most critical information fast.

The reports you receive are concise and easy to grasp. They contain a series of graphs, charts, and matrices that clearly identify the areas where strategic initiatives can have the most impact. The report prioritizes critical and secondary attributes for improvement so executives can quickly make the information actionable. Experienced researchers work with you to provide valuable insights and assist in translating the information you receive into clear, actionable plans.

The Process – How it Unfolds

In working with you, we maintain a flexible process that takes advantage of our global experience and allows you full input along the way. There are four key steps in the Customer Relationship Assessment process:

- **Planning, Design** – we work with you to finalize program objectives, identify team members, identify or confirm known customer segments and life cycle experiences, address sample requirements, and communicate to your stakeholders.
- **Development, Data Collection** – In this step, the questionnaire design, flow and content are developed. After finalizing

the quantitative design and conducting a pre-test, data collection is completed.

- **Processing, Analysis** – Performance and perceptions are quantified at this stage and all data analysis and competitive benchmarking is conducted.
- **Reporting, Action Planning** – Final reports are presented and interpreted. Work sessions are conducted to review results and discuss action plans.

Reliable Information

Led by a team of researchers from Walker Information Global Network members around the world, these scientific models have been developed and refined for more than 25 years. These studies have proven reliable in hundreds of Customer Relationship Assessment programs conducted across industries and national borders. The program offers the necessary standardization and customization to better understand your customers’ perceptions, attitudes, and behaviors.

Understanding these elements can help your company attain a more stable and loyal customer base – the foundation for long-term growth.

A Powerful Business Tool

The Customer Relationship Assessment is designed to be more than a research activity. It is a powerful tool for business management.

- **Strategic Tool** – to determine how to allocate a company’s resources to obtain a competitive advantage.
- **Tactical Tool** – to zero-in on specific customers and develop customized service based on their feedback.
- **Operational Tool** – to determine how to prioritize business processes and projects.
- **Auditing Tool** – to assess company performance and determine the stability of your customer base.
- **Accountability Tool** – to measure the performance of those managing customer relationships.
- **Leadership Tool** – to motivate and provide direction to the efforts of employees.
- **Corporate Communication Tool** – to communicate the knowledge about the company that is of greatest value to customers.