Research & CI: The Value Proposition

**Identify**
- Product Management was interested in developing a new product

**Gather**
- Conducted in-house research with RMs focusing on perceived client needs

**Synthesize/Analyze**
- Research showed proposed product qualities did not meet customer needs

**Disseminate**
- Decision made not to devote resources to new product; functionality of an existing offering was enhanced

**Resulted in tangible cost savings**

**Global Client Service Quality Survey identified areas of opportunity for Client Service Officers (CSO)**

**Identify pertinent constituents and invited key partners to be part of the decision process**

**Assess available data, conduct market position analysis and gather insights from key constituents**

**Expand scope to include key competitors in the new footprint**

**A calling program was developed to enhance CSO efforts around proactive & consultative support**

**Client service ratings raised to ‘Best Practices’ status in the industry**

**Dialog around competitor activities has begun among key stakeholders; Better understanding of competitors across all markets has been established**

**TSS RESEARCH & COMPETITIVE INTELLIGENCE**

**IMPACT**
Competitive Intelligence

- Formal program for gathering and analyzing information about our competitors’ activities and general business trends to further our business goals
- Program that is focused on what will happen in the future
- A tool to gain perspective not precision
  - Time lost getting precision of numbers = time lost gaining competitive advantage
  - No paralysis through analysis - focuses on action
Competitive Intelligence - Program Disciplines

The CI program encompasses three disciplines:

- **Process Discipline**
  - Creating a sharing-of-information environment
  - Providing means for gathering and disseminating information, including dissemination tools

- **Educational Discipline**
  - Providing guidance to create a more “intelligent” organization

- **Systemic Discipline**
  - Implementing systemic tools required to maintain a high level of efficiency
Competitive Intelligence - The Value Proposition

- **Senior Management**
  - Answers to key strategic questions
  - Alerts on any late-breaking “hot” topics
  - Merger/Acquisition insights

- **Sales and Service**
  - Overview of key developments in the market impacting sales and service efforts
  - Analyses highlighting product, industry, and customer focus of key competitors
  - Recommendations on how to sell against competitor strengths and weaknesses
Competitive Intelligence - The Value Proposition

- **Product Management**
  - Analyses of new product trends and developments
  - Impact statements reflecting competitor alliance/partnership developments
  - Analyses of traditional and non-traditional competitor technology developments

- **Market and Strategy Development**
  - Competitor profiles and strategic impact analyses
  - Analyses focused on market changes impacting the strategy of our competitors
  - Analyses of key issues and trends impacting the competitive environment
Competitive Intelligence - Key Deliverables

- Weekly briefings /newsbrief
- Market “event” analyses (‘special briefings’)
- Alerts on late-breaking “hot” topics
- Strategic impact analyses
- Competitor financial analyses
- Competitor profiles
- New employee debriefs
- Trade show intelligence gathering and analysis
- Recommendations on market/product positioning
- Intelligence on potential acquisition targets
Market Research & Analysis

- Establishes an objective foundation of knowledge for the business by identifying baseline metrics by market segment and geography:
  - Performance
  - Satisfaction
  - Market penetration
  - Market / wallet share
  - Trend data
- Provides benchmark competitive data
- Focal point for managing key research and consulting relationships
- Facilitates the development of the ‘strawman’ for client research
Critical business process to help understand client buying behaviors and the key drivers of satisfaction / loyalty across all dimensions:

- Develops research recommendations based on business needs, requests from business partners and changing market conditions
- Identifies and recommends appropriate research methodologies
- Engages and partners with the appropriate external vendors
- Develops findings, conclusions and recommendations
- Delivers results to key stakeholders as an objective 3rd party
- Partners with the business to ensure that the recommendations are appropriately interpreted and executed
Client Research / “Voice of our Clients” (VOC)

- Research programs include:
  - Client satisfaction & service quality studies
  - Depth interviews
  - Product concept testing
  - Focus groups
  - User groups
  - Client research roundtables
  - Usability studies
  - Ethnographic research
Client Research / “Voice of our Clients” (VOC)

- **Measures performance across all key areas:**
  - Service Delivery / Implementations
  - Sales / Relationship Management
  - Product Performance
  - Product Development and Innovation
  - Technology

- **Results drive continuous performance improvement processes:**
  - Improving client satisfaction
  - Building customer loyalty
  - Benchmarking ourselves against our competition
  - Measuring and performance managing our people
Client Research / “Voice of our Clients” (VOC) - Continuous Performance Improvement

- Obtain Client Feedback (e.g., client interviews, client forums, surveys, focus groups)
- Develop Action Plans & Timelines
- Analyze Results & Assess Client Needs & TS’ Performance
- Prioritize Opportunities For Improvements & Value Creation
- Determine Root Causes & Set Targets/Goals
- Implementation of Action Plans
- The “VOC” Value Chain
- Obtain Client Feedback
- Develop Action Plans & Timelines
- Determine Root Causes & Set Targets/Goals
- Implementation of Action Plans
- The “VOC” Value Chain
What differentiates our “VOC” programs ...

- Support for “VOC” programs at all levels of the organization
- Central research organization that provides independent counsel and guidance
- Ability to integrate market data, competitive insights and internal MIS with VOC insights to establish a holistic view of the market and our performance
- Commitment to ensure that learning translates into action...and change
- “VOC” processes are integrated into how we do business
Benefits of the Integrated Business Model

- Continual stream of research and competitive intelligence into the business at all levels..."there is something in it for everyone"
  - Performance metrics
  - Market benchmarks
  - Client insights/feedback
  - Competitive insights

- Massive synergies and efficiencies exist between Research and CI
  - Common objectives
  - Business need for integrated deliverables
  - Similar skill sets
Questions?