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**CROSSROADS  
DEVELOPMENT  
GROUP, LTD.**

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*Navigational Marketing™  
providing focus for predictable  
business growth*

**CROSSROADS  
DEVELOPMENT GROUP, LTD.  
CAPABILITIES BROCHURE**

**Pioneering Navigational Marketing™  
“...by providing focus for predictable business growth.”**

**Daniel M. Telep  
President**

**CROSSROADS DEVELOPMENT GROUP, LTD.**  
**CAPABILITIES BROCHURE**

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**OUR BUSINESS:  
NAVIGATIONAL MARKETING™**

We provide “focus for predictable business growth” by resolving critically important issues through facilitation of the business development process often utilizing market research.

Daniel M. Telep  
President

**DANIEL M. TELEP**  
**President**  
**Crossroads Development Group**

... providing Navigational Marketing™ assistance for companies with an appetite for business growth.

Daniel M. Telep is the President of Crossroads Development Group, a company that he founded in 1980. CDG is a collaborative team of partners who focus on providing strategic acceleration of growth. Dan is also responsible for navigating clients toward resolving complicated issues, providing clarity and focus with planning facilitation and exceptionally designed market research. We are skilled at turning strategic insight and wisdom into practical application to provide an avenue for predictable growth.

Navigational Marketing™ is a process that we employ to assess your current business situation and help define a focused and predictable course. Often, this process includes talking with your customers or perspective customers about their needs, expectations and your value proposition. The final product is a roadmap that includes precise objectives, strategies and detailed action plans to achieve the desired result.

Dan is founder of four businesses, with Crossroads Development Group the culmination, preceded by The Pittsburgh Consulting Group, a marketing consulting company that he founded in 1980 in Sewickley, Pennsylvania.

With 40 years of marketing experience, Mr. Telep is particularly skilled at assisting companies analyze their business situations and helping them build customer loyalty and competitive advantage. He founded and owned a market research company for ten years and is considered an expert in marketing facilitation, research design, and analysis and strategy development. Dan is a pioneer in measuring customer loyalty. He is an author and often asked to speak at seminars and conferences and offers a state-of-the-art Business-to-Business Marketing Seminar.

Dan received his MBA from Wayne State University and has held key positions with Rubbermaid and the Stanley Works. Currently he resides with his family in Sewickley, Pennsylvania. Dan is a former decorated Marine Corps Officer.

Mr. Telep has served as a director on several local boards and is often referred to as a visionary. His clients in the area include Chromalox, Bayer Corporation, Black Box, Bacharach, Inc., Cutler-Hammer Division of Eaton Corp., Mellon Ventures, Respironics and Federated Investors. Outside the area his clients are numerous, including eleven Fortune 500 companies and BASF, Corning, Inc., Cisco Systems, two SKF Bearing divisions, Shell Chemical Co., Dresser Measurement Division, Huntsman International, two Penske divisions, ten Emerson Electric Company Divisions, Bush Industries, and Zurn Industries.

His most recent accomplishment and honored position is to have become a faculty member of Grove City College.

## CLIENT LIST OF CDG

... a partial list of clients that we have had the privilege to serve...that include eleven Fortune 500 companies.

<p>Air Products Chemicals            Alliance for the Polyurethanes Industry            American Sterilizer Corp.            Asco Valves, Inc., Emerson Division            Ashcroft Incorporated            Ashtabula Rubber Co.            Aquatech International            ATSI Engineering Services Inc.            B.F. Goodrich            Bacharach Inc.            BASF Corporation            Bayer Corporation            BayOne Urethane Systems            Birchmere Capital            Black Box            Blackstone Ultrasonics Inc.            Brooks Instruments, Emerson Division            Brockway Glass            Bush Industries, Inc.            Case Cutlery, Zippo Division            Castle Rubber Company            Celanese            Chestnut Ridge Foam Inc.            Chromalox, Inc., Emerson Division            Cisco Systems            Clark Precision Machined Components            Computational Systems Incorporated, Emerson Division            Corning, Inc.            Cutler Hammer, Eaton Division            Danaher Industrial Controls Group            Daniel Measurement &amp; Control, Emerson Division            Davco Technology, Penske Division            Dawson Metal Company            Dresser, Inc.            Eaton Corporation            Emerson Process Management</p>	<p>Emerson Power Transmission            Federated Investors            Fisher Regulators, Emerson Division            Fusite, Emerson Division            Grace College &amp; Theological Seminary            Grove City College            Huntsmen International Corp.            Johnson Rubber Company            Matthews International Corp.            MECCO Marking Systems            Mellon Ventures, Inc.            MRC Specialty Bearings, SKF Division            NWIRC            Park Ohio Corporation            Penn Northwest Development Corporation            Pittsburgh Technology Council            PPG Industries            Respironics, Inc.            Rhein Chemie Corp, Bayer Division            Robert Morris University            Shandon, Inc.            Shell Chemical Company, Polyester Division            SKF Bearing Services            SKF OEM Services            Smiths Aerospace            Spray Polyurethane Foam Alliance            SWECO , Inc., Emerson Division            TDC–Western New York Technology Development Center, Inc.            TRW            The National Underwriter Co.            Truck-Lite Company, Penske Division            Valeo Engine Cooling Division            White-Rodgers Division, Emerson Division            Whalen Furniture Company            Zippo Manufacturing Co.            Zurn Industries</p>
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**PRODUCT LINES OF  
CROSSROADS DEVELOPMENT GROUP**

... which provides **Navigational Marketing™** and **Research for Predictable Growth**

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**Positioning, Assessment & Facilitation**

- ▶ Navigational Marketing Audits™
- ▶ Brand Audits & Analysis
- ▶ Facilitation of the Planning Process
- ▶ Marketing Organizational Assessments
- ▶ Distributor Advisory Council Meeting Facilitation

**Tactical Tuning™**

- ▶ Install New Product Development Process
- ▶ Install Lead Qualification Process
- ▶ Install Customer Relationship Department Organization
- ▶ Draft Tactical Marketing Plan
- ▶ Focus Group Moderation

**Customized Market Research & Analysis**

- ▶ Market Verification Research™
- ▶ Customer Loyalty Measurement™
- ▶ Customer Satisfaction Measurement
- ▶ Price Elasticity Measurement
- ▶ New Product Development
- ▶ Entry Into New Markets
- ▶ Electronic Research
- ▶ Market Segmentation Research™
- ▶ QFD Research

**Implementation**

- ▶ Interim Project Management
- ▶ Marketing Seminars
- ▶ Coaching & Mentoring Marketing Staffs
- ▶ Executive Search
- ▶ QFD Process Coaching

## NAVIGATIONAL MARKETING™

### ... an introduction to our firm.

Your position, your brand, and the health of your business are all worth protecting and building with conscious thought along a well-defined path for predictable growth. The biggest problem we have observed in our client's work is that all too often a planning process is not in place to define that growth roadmap and your people often not aligned to follow its footprints! This largely is attributable to the fact that the traditional functional discipline of strategic planning has become a dinosaur. We have resurrected the process and call it **Navigational Marketing™**, a tool to achieve marketing excellence.

Crossroads Development Group is a collaborative team that guides this navigation exercise and creates an internal mechanism for organized thought, by providing focus and direction for growth with specific action steps to break out of your existing "status quo" paradigm.

Business growth columnist and author, Verne Harnish, says there are three barriers to growth that are common to all businesses attempting to break out and create a new paradigm of energy for growth: (1) for leaders to grow in their ability to delegate and predict, (2) the need for systems and structure to handle complexity, and (3) the need to navigate through market dynamics as they occur. It's the navigational component to resolve complex issues, provide clarity, create predictability and develop focus that we do so well.

At CDG, we address all of the above obstacles with the following tools:

- I. **Navigational Marketing Audit™** of your competitive position.
- II. **Navigational Brand Audit™** of your product's position.
- III. **Customer Performance Evaluations** (3 types).
- IV. **Tactical Business Plan Facilitation** which provides detailed objectives, planned strategies and action plans to achieve all business objectives.
- V. **Strategic Operational Governance™** where we act as your outsourced marketing department.
- VI. **Market Verification Research™** which offers an inexpensive project assignment to quickly assess a market or situation to test a hypothesis.
- VII. **Customer Loyalty Measurement™** is our flagship product that measures customers' behavior and predicts it as well.
- VIII. **New Product Development Process** – our specialty

- IX. **Quality Functional Development Research** is the optimal measurement used to understand buyers behavior and product requirements.
- X. **Multi-Vitamin** - targeted for smaller manufacturing businesses that need to strengthen their selling system.
- XI. **Business to Business Checklist** is provided to identify your organizational needs and prioritize your business development alternatives.

Please contact us for more detailed information about all or any of the above that we provide. Our primary responsibility in an engagement of this kind is to tactically tune your business with this unique process that we call Navigational Marketing™.

## I. NAVIGATIONAL SITUATION AUDIT™

**A focused discussion about your business to provide predictive growth...**

**...that will develop strategy, competitive advantage and create customer loyalty.**

Understanding your current position is the absolute first step before deciding where and how to improve it and navigate growth. We facilitate this navigational marketing exercise by using a “displayed thinking process” that enables participants to share information, visualize results and form consensus. Our mentor and coach calls this process “Compression Planning™.” This process captures all critical facts as participants see them. Thus, conclusions can be formed. “You will know what you know, but also learn what you do not know...” said one Emerson division President ... “your issues for business growth will be prioritized.”

We act as an objective third party and critique your current position and suggest practical ways to improve it. The session is either one or two days in length, conducted on or off site. The product of our work together is a written management report that summarizes all critical information and prioritizes business development opportunities. We provide an opinion on your existing strategy and suggest ways that competitive advantage and customer loyalty can be developed, the first navigational step in the Tactical Tuning process.

### A Typical Agenda

I. Business Definition & Position	II. Customers & Competition	III. Areas to Correct and/or Build On
<ul style="list-style-type: none"> <li>• Define Core Business</li> <li>• Define Key Markets</li> <li>• Prioritize Segments</li> <li>• Identify Micro Segmentation</li> <li>• Revenues by Product &amp; Market Segment</li> <li>• Industry Trends</li> <li>• Growth by Segment</li> <li>• Profitability by Customer</li> <li>• Market Share Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Selling/Purchasing Process</li> <li>• Pricing Practice Guidelines</li> <li>• Product/Market Strategies</li> <li>• Strengths &amp; Weaknesses by Competitor</li> <li>• Critical Customer Requirements</li> <li>• Critical Channel Requirements</li> <li>• Identify Pain Points</li> <li>• Sources of competitive Advantages &amp; Loyalty</li> <li>• Key Success Factors</li> </ul>	<ul style="list-style-type: none"> <li>• Strengths/Weaknesses</li> <li>• Assumptions on Key External Factors</li> <li>• Identify Threats/Problems/Opportunities</li> <li>• Isolate Key Marketing Decisions</li> <li>• Define Existing Strategy</li> <li>• Isolate Your Competitive Advantage</li> <li>• Identify Highest Priorities for Growth</li> </ul>

## DISPLAYED THINKING

Crossroads Development Group uses a unique framework to capture information from a strategic planning retreat. Navigational Marketing™ is our business. We utilize a collaborative team concept that builds panels of information like that pictured below, for future reference. This is a typical panel from a navigational session. The product is a situational assessment of a company's competitive position ... one of eight panels developed at a one-day Navigational Marketing Audit™.

The board is organized into several columns and rows of sticky notes:

- Expectations:**
  - EVALUATE WHAT WE HAVE DONE?
  - Provide outside view on what we're right/wrong?
  - IS ONE APPROACH THE RIGHT ONE FOR WHAT WE SELL?
  - FIND WAYS TO EXPLORE MARKETS NOT THOUGHT OF
  - WHY NOT GROWING TO OUR EXPECTATIONS?
  - EDUCATE IN SALES/PROTECTING SALES EVALUATION
  - HOW ARE WE TREATING OUR CUSTOMERS?
- BASIC FACTS:**
  - #2M 2-21-86 17 MKTS
  - STARTED 1958
  - LESS 50% FACILITY CAPACITY
  - SELL TO NICHE MARKETS
  - SUB-SUB COMPONENTS
  - DIFFICULT TO DIFF PRODUCT FROM COMPETITION IE COLOR
  - HIGH VALUE IMM UP
  - NOT SINGLE SOURCE
  - Service small order toward volume growth
  - Wesell throughs... ON THESE MACHINES...
  - SUBSTANCE IS A PGM WORD
- BUSINESS DEFINITION:**
  - (C) DESCRIBES OUR BUSINESS (B) PRODUCTS NOT SIGNIFICANT INFO
  - MATERIALS PEOPLE
  - ELECTRIAL INDUSTRY IS BULK OF BUS
  - SMALL PARTS SPECIALIST
  - SERVICE ORGANIZATION
  - MATERIALS NOT DIFFERENT BELIEVED SELL ENGINEER
  - ENG OUT OF PROBLEMS
  - VERY FEW OWN PRODUCTS
  - MATERIALS ENGINEERING
  - OEM OR INDUSTRIAL
  - COMPONENT MFR TO OEM'S
  - SUB COMPONENT MFR TO GLASS SEAL IND
- PRODUCT APPLICATIONS:**
  - PROBLEM SOLVERS
  - MFG TO SPEC (CUSTOM)
  - CERAMIC/GLASS SEGMENTS
  - Engineering Oriented
  - Custom SHAPES
  - Sub Component to Component to OEM
  - JOB SHOP
  - COMPONENT MFR electrical electronic bus.
  - GLASS & CERAMIC PREFORAS
  - LACR OF NEW PRODUCTS
  - Military Aerospace electronics
- PRODUCT APPLICATIONS %G vs %C:**
  - WEAR APPLICATION
  - Thermal Electrical Applications
  - BARRIERS INSULATORS
  - 99% electrical / electronic applics
  - G.B.C. Sales Vols
  - 83 A
  - 84 2.0
  - 85 2.2
  - 86 2.0
  - 87 2.1
- % OF Sales:**
  - ELECTRONIC Packaging 50% 80/20
  - CERAMIC 2 15% 100
  - APPLIANCES THERMISTORS 15 100
  - CONNECTORS 5 100
  - AUTOMOTIVE CONTROLS 3 15/85
  - Commercial Tele-Communications 3 100
  - SPACERS 3 100
  - GAS engines + Diesel. Glow plug / spark plug. -0- 5/95
  - SPRAY - PAINT NOZZLES SANDBLASTING X -0- 100
  - WELDING NOZZLES PLASMA CUTTING TIPS X -0- 100
  - COAL GRATES HOPPERS X -0- 100
  - SPRINKLER HEADS -0- 100
  - HEATER CORES ELECTRICAL -0- 100

## II. NAVIGATIONAL BRAND AUDIT™

**Brand management is the name of the game and the heart of the discipline we practice.  
Fashioning a “Brand Engagement” is a key success factor for all organizations.**

### 1. The Brand Itself:

- What is the brand promise?
- What does it stand for?
- What do customers value?
- What is its message?
- What do you value?
- How are those values reinforced?
- To what degree is its message unique? *Differentiated*
- To what degree do customers believe it meets their needs? *Relevance*
- How well is it regarded? *Esteemed*
- Does the customer understand it? *Knowledge*
- Is it **Credible**?
- Is it **Compelling**?
- Does it **Connect**?

### 2. Organizational Objectives:

- What do you want to achieve?
- What is now in place to achieve your desired results?
- What is missing that you have considered?
- How does your brand contribute?
- Does it build confidence, integrity, pride and passion?

### 3. Your position, the marketplace and competition:

- What segments does the brand reach?
- Describe your position in each.
- Discuss competitor’s positions.
- What do customers require?
- Threats/problems/opportunities.
- Isolate your brand’s advantage.
- Describe how customer loyalty is built.
- How does the brand reinforce that loyalty?

### 4. Next Steps.

### III. CUSTOMER PERFORMANCE EVALUATIONS

**... a requirement to position your business for growth.**

Customer satisfaction research has evolved far beyond measuring customer performance against stated criteria, albeit important. The following describes three separate market research study designs for you to choose from that meets your needs for third party objective feedback.

The progression of steps to understand your competitive position is not a difficult task should you determine that outside counsel would add value with objectivity, urgency and perspective. The three steps that follow, conducted in sequence, are guidelines that you might consider in your internal business planning process.

#### **Step 1: Measure Customer Satisfaction Levels**

It sounds elementary, but the analysis of findings could be worth their weight in gold. First, measure what customers require of you in rank order of importance. Then conduct an analysis of your performance on each critical requirement to understand how well you meet that specific criterion. In our client work, we have identified twenty plus variables that we use to measure customer satisfaction. Of course, some criteria unique to your business would also be included.

#### **Step 2: Measure Your Competitive Advantage vs. Key Competitors**

When Step 1 is concluded, conducting the same analysis with each key competitor will identify gaps in both your position and among your competitors. This should be done in your customer base and among key targeted accounts that are not yet customers. Imagine the value of that latter component for business development purposes.

#### **Step 3: Measure Customer Loyalty**

We believe that building customer loyalty is the single most important exercise, plan, program or initiative—whatever you choose to call it—that a business can undertake. Few businesses we know have tools in place to do it. Why not become one of the exceptions?

Understanding and identifying what behaviors predict customer loyalty and operate in a business relationship are critical to business volume predictability. We strongly suggest that a mechanism be installed where each functional department delivers that loyalty behavior component to deepen this business dimension in their functional areas.

## IV. TACTICAL BUSINESS PLAN FACILITATION

**... to navigate the path to achieve predictable growth and guide all policy and actions through facilitation of the business planning process.**

Navigational Marketing™ is our business. **Tactical Tuning™** is the product of our work. Business Planning is a two-step process that starts with a focused discussion about your current position to assess its viability and options for improvement. Protecting the core business is Step No. 1 before designing improvements, and is the heart of the marketing planning process. This first step is called a Navigational Marketing Audit™.

Understanding your current position is the absolute first necessary step before deciding where and how to improve it and provide growth. We facilitate this step using a “story boarding process” that enables participants to share information and form consensus. This process captures all critical facts as participants see them. Thus, conclusions can be formed.

We act as an objective third party and critique your current position and suggest practical ways to improve it. The session is either one or two days in length, conducted on or off site. The product of our work together is a written management report that summarizes all critical information and prioritizes business development opportunities. We provide an opinion on your existing strategy and suggest ways that competitive advantage and customer loyalty can be developed.

Step No. 2 builds our current Navigational Marketing Audit™ and establishes objectives, develops strategy, and creates detailed action plans to achieve each objective. In the vernacular, this step is often referred to as (1) a Business Plan, (2) a Strategic Plan, or (3) a Marketing Plan, that brings closure to all actions/thoughts that will direct the organization for the time period identified, usually one year. The name of the document is not important. What is critical is the process used to build consensus and determine the critical path to be undertaken, thus the importance of marketing navigation.

Crossroads Development Group facilitates this process with your staff and is responsible for the final product. Our central theme is to create customer loyalty, i.e., build it, protect it and develop actions to both stabilize your core business and provide solutions for business growth.

A typical process includes these elements:

- I. Business Definition & Position
- II. Customers & Competition
- III. Areas to Correct and/or Build On
- IV. Objectives
- V. Strategy
- VI. Detailed Action Plans
- VII. Financial Impact

## **BUSINESS TO BUSINESS MARKETING PLAN OUTLINE**

### **I. Business Definition & Position**

- A. Definition of Key Markets
- B. Segmentation Plan
- C. Revenues by Product/Market Segment
- D. Industry Trends
- E. Growth by Segment
- F. Profitability by Customer
- G. Share of Market by Competition

### **II. Customers & Competition**

- A. Selling/Purchasing Process
- B. Pricing Tactics/Bands
- C. Product/Market Strategies
- D. Strengths & Weaknesses by Competitor
- E. Critical Customer Requirements
- F. Critical Channel Requirements
- G. Isolate Where Competitive Advantage Can Be Achieved
- H. Isolate How Customer Loyalty Can Be Strengthened
- I. Key Success Factors

### **III. Areas to Correct and/or Build On**

- A. Strengths/Weaknesses
- B. Assumptions on Key External Factors
- C. Develop Key Issues
  - Threats
  - Problems
  - Opportunities
- D. Isolate Key Marketing Decisions
- E. Define Existing Strategies
- F. Describe Your Competitive Advantage

### **IV. Objectives**

- A. By Product
- B. By Market
- C. By Customer
- D. For New Product Development

### **V. Strategy**

- A. By Product Market Segment
- B. By New Product Market Segment
- C. By Market Channel
- D. For Core Business
- E. For Growth Segments

### **VI. Action Plans**

- A. By Product Market Segment
- B. For New Product Introductions
- C. By Key Accounts
- D. By Advertising/Communications Interest
  - Catalogues
  - Public Relations
  - Media Placement
  - Trade Shows
  - Lead Qualification
  - E-Business
- E. To Protect Core Business
- F. To Strengthen Customer Loyalty
- G. To Create Competitive Advantage

### **VII. Financial Impact**

- A. Profit & Loss
- B. Forecasts

## V. STRATEGIC OPERATIONAL GOVERNANCE™

### **Business navigational counsel upon request for mid-course tuning.**

Introducing a unique alliance between business owners/managers and Crossroads Development Group which enables us to provide collaborative, unique assistance to a company as your outsourced marketing department. We evaluate and assess performance and growth of the business in the areas of leadership, policy, strategy, tactics and, of course, profitability. We provide regular counsel through Navigational Marketing™.

Practically, this relationship is worked out through regularly scheduled meetings and principal's availability as needed. These provide input for our comprehensive assessment of your current business situation and an in-depth organizational analysis. The only requirements are a willingness to communicate openly, listen objectively and discuss and assimilate constructive advice.

We work alongside you collaboratively with your vision and identify and resolve business issues that you face by:

- Mentoring and coaching.
- Building a new sales force.
- Developing immediate action plans for business growth.
- Engaging and integrating your existing resources.
- Aligning and acquainting resources and key staff where necessary.
- Providing business counsel in all five "P's" of marketing.
- Complimenting and co-managing to accomplish your objectives.
- Bringing a new, practical sense of reality and innovation.
- Enhance effectiveness and optimally transform your organization.

Contact us for a no-cost appraisal of your current situation and our possible fit as an objective third party contractor. Our primary purpose will be to improve revenues and profitability by providing focus, strategy and detailed action plans based upon sound marketing leadership.

Visit our website at ... [www.crossroadsdgltd.com](http://www.crossroadsdgltd.com)

## VI. MARKET VERIFICATION RESEARCH™

**... a quick look at your marketing issue—inexpensively—by an objective third party.**

You would like to verify a decision on a possible new direction before you proceed with your idea or initiative. The problem: you do not have a large budget for conventional market research which is often expensive, not to mention the time involved to complete and manage a large research project.

This unique Crossroads Development Group (CDG) product was developed in conjunction with several clients to provide a quick look at an issue and test your hypothesis. The value is that **Market Verification Research™** is conducted by experienced and seasoned CDG principals. First, we design a customized research questionnaire and sampling plan to complete between 35-60 executive phone interviews or an electronic study utilizing your email database. Then we test the water and offer our critique to help provide focus and maximize tactical maneuvering before you launch a campaign. In summary, verification produces validation.

The final product is a personal report and briefing in context which will either (1) confirm your rationale, (2) suggest modifications where appropriate, or (3) candidly counsel you to abort.

In summary:

### **The Need:**

- Verify your marketing hypothesis.
- Assess its practicality and gauge its potential.
- Don't spend a lot of time or money.
- Do it quickly.

### **The Benefit:**

- Third party objectivity.
- Provide suggested modifications.
- Confirm next steps.

### **The Result:**

- Proceed as originally planned.
- Proceed with a few modifications.
- Abort because of these reasons.

### **The Cost, Timing and Administration:**

- Budget: \$6,500-\$9,500.
- Allow 45 days.
- Schedule kick-off meeting.

## VII. CUSTOMER LOYALTY MEASUREMENT™ & STAKEHOLDER ALIGNMENT

... the foundation for customer relationship management.

The integration of the measurement of the intensity of customer commitment and the identification of internal gaps in the strategic vision and core values among employees as viewed by both customers and stakeholders is the new basis for cost-effective strategy formulation.

From 1980-1989, *customer satisfaction measurement* was in vogue. From 1990-1999, *competitive advantage measurement* emerged and matured. In the year 2000 and beyond, **customer loyalty measurement** will dominate. Customer loyalty cannot be measured with a customer satisfaction research design. Satisfied customers still defect. Therefore, minimizing customer defections cannot become operational by just satisfying customer requirements because they can miss the critical dimensions that foster customer loyalty. Understanding what customers require is the second most important basis for strategy development; the first is to understand what drives customer loyalty.

Growing sales profitably and predictably while increasing return on equity is complicated. Detailed actions must include:

- Stopping customer defections.
- Building customer relationships that last.
- Acquiring new customers more easily and less expensively.
- Cross-selling more fluidly.
- Focusing and using employees and financial resources more effectively.

The results of our leading edge model for quantifying the linkages and gaps between customer loyalty, employee behavior, corporate vision and customer perception, help simplify strategy execution and accomplish the above objectives.

Measuring and characterizing customer satisfaction and corporate culture/core practices and values, separately, as has been accomplished over the last decade, has been significantly surpassed by this new quantitative competency. This is a new standard for predicting future customer purchasing behavior as it relates to meeting their external expectations, as well as other internal measures of effectiveness.

Statistical measurements of the intensity of predictive customer behaviors and the drivers of these behaviors are then integrated with quantification in the flow of the management's strategic vision through the organization and into the behaviors and attitudes delivered to customers and other stakeholders.

The results can be readily tracked over time and clearly presented for ease in making decisions and making improvement changes.

The methodology usually consists of three phases:

1. A Situational Assessment™ of your competitive position to define all relevant business issues.
2. Management vision, employee beliefs and culture analysis/research, and customer and prospective customer's research. Analysis of this data is done with proprietary cross-tabulation, regression analysis.
3. Definition and recommendation of strategic and tactical actions and steps quantified in importance to align corporate objectives and behavior with customer expectations and to deepen customer commitment in each segment.

**Key Questions our model will address:**

- How is customer loyalty defined in your business?
- How intense is it?
- Where does it originate?
- How does it differ by core segments?
- How do different customer functional departments view it, and is there any aggregate basis to quantify it by customer?
- How is it defined by each key customer?
- How can it be strengthened, developed or earned?
- What is the formula to change it in your industry?
- How can it be used tactically as a weapon in positioning?
- What do customers and other stakeholders hold as true and distinctive about the organization?
- Are these points of distinction aligned with external and internal expectations?
- Does the organization, through the eyes of customers and stakeholders, practice what it preaches in its vision and core practices and values statements?
- Are the delivered, core, positioning messages being heard, believed and trusted in ways that will be predictive of desired future customer purchasing behavior?
- How can “customer-keeping” levels of customer allegiance, as distinct from “customer satisfaction,” alone, be deepened?

### **Your final product:**

- ☑ You will know the dimensions and the sources of customer loyalty, i.e., what contributes and does not contribute to sustaining or developing it and where it originates.
- ☑ You will have by core segment and by key customer and analysis of the degree to which you have or do not have customer loyalty within your business.
- ☑ You will understand where and how to develop customer loyalty among non-customers or those customers that express little or no loyalty to your business.
- ☑ You will be able to periodically track changes in customer loyalty, internally. The future need to fund annual, larger tracking studies is diminished.
- ☑ The design is predictive because a line of questioning will address future supplier changes, and what is required to obtain an increased share of a customer's business.
- ☑ You will know if your employee's behaviors and motivations are aligned with customer expectations and values.
- ☑ You will now what actions need to be undertaken internally to build customer loyalty.
- ☑ You will know if the team is consistently communicating the same message.
- ☑ The final product includes the development and design of objectives and strategies which will result in increased customer loyalty.

Contact us for a no-cost appraisal of your current situation and our possible fit as an objective third party contractor. Our primary purpose will be to improve revenues and profitability by providing focus, strategy and detailed action plans based upon sound marketing leadership.

## VIII. CREATE A NEW PRODUCT DEVELOPMENT CULTURE

**... an absolute requirement for a market driven focus is a disciplined new product development process.**

We facilitate the installation of the proven General Electric seven-step Phase Gate System™ by mentoring/coaching your staff to make it happen. This unique system has been adopted by many Fortune 500 firms to create a culture intent on building a predictable new product development process. The Phase Gate System™ ensures further new product penetration of existing customers, the attraction of new ones, and entering new market segments while capturing significant share gains by developing products customer's desire.

We start by conducting a situational analysis Navigational Marketing Audit™ of your current product development system and then incorporate and integrate the benefits/design of GE's system. A committee is formed to collaborate, and leadership at any one time transfers from one departmental function to the next under the leadership of a product manager. Mainframe documents reflect the project status at any one time, with Phase notes, costs, pricing, volume and introductory time estimates. What follows sketches the seven gate process:

<u>Phase</u>	<u>Title</u>
I.	Identify Market Needs
II.	Develop Design Concept
III.	Verify Market Need
IV.	Finalize Design
V.	Finalize Engineering
VI.	Create Marketing Plan
VII.	Product Introduction

## IX. QUALITY FUNCTIONAL DEPLOYMENT RESEARCH

... a necessary ingredient for any sophisticated new product development process.

### Background

Quality functional deployment research is the vehicle that provides your new product development process with voice of the customer needs and requirements. It also prioritizes those requirements and identifies precisely what customer value and will pay for. QFD translates customer requirements (voice of the customer) into design requirements (voice of the engineer/design team). This linkage into translation of VOC into VOE improves the likelihood of successful product introductions that dramatically improve efficiency as production problems or changes are resolved early in the design phase of new product development. QFD is also called a “**decision support tool**” which is more encompassing than just the voice of the customer.

- What quantifiable attributes are critical to customers?
- How are those attributes more understandable than analysis of verbatims?
- What design parameters are important in driving those attributes?
- What are design parameter priorities?

### How it works

- Acquire market need information on what customers require (VOC).
- Prioritize same into an analytical hierarchy process (AHP) that utilizes mathematically rigorous application and modeling to prioritize multiple design options into **a product that customer’s value and are willing to pay for.**
- The result of this approach better insures:
  1. Alignment of decision making with objectives.
  2. Builds consensus.
  3. Prioritized customer needs.
  4. Facilitates organizational communications.
  5. Ultimately builds products customers prefer over others.

### Summary

QFD provides voice of the customer expectations and converts them into voice of the engineer/designer technical characteristics that will improve the likelihood of a successful product launch. It absolutely identifies what customer will pay for.

## X. MULTI-VITAMIN

### I. What is it?

The central idea expressed with this descriptive title is that a smaller manufacturing company needs to reinvent its selling system. How they go to market needs to be re-worked, re-thought, and freshened.

Many companies approach business development on an a la carte basis using multiple sub-contractors. Often these contractors are either too small to provide multiple services or too large and expensive. Some assignments cross purpose each other while pursuing their own interests. Most of these services providers know their area of specialty well, but leave it to the client to integrate all the work into their company's selling system. We offer a client a business selling system makeover called the Multi-Vitamin, coordinating and completing the entire process.

### II. Who needs the Multi-Vitamin

- Companies that are not internet savvy who currently have a first-generation website.
- Companies selling direct or through limited use of manufacturer's representatives.
- Companies with a majority of business concentrated among a few customers.
- A manufacturing business facing a downturn that needs professional sales guidance.
- A mature, seasoned business experiencing problems reaching the next level of growth.

### III. What do you receive?

- An installed solidly positioned business development selling system.
- Navigation Marketing strategic facilitation session.
- New company identity, logo strategy, design and production
- E-business strategy and production
  - Website re-design
  - Continuing content action plan
- Restage selling system
  - Mentor and coach manufacturer's representative agencies
  - Develop and start a focused lead qualification process

## XI. BUSINESS TO BUSINESS MARKETING ISSUES CHECKLIST

Issues that you might be facing may include ...

Business issue	Extreme Urgency	Moderate Urgency	Potential Urgency	Not Urgent
1. Margin Erosion				
2. Market Share Erosion				
3. Obtaining Price Increases				
4. Protecting Our Core Business				
5. Differentiating Our Service Package/Offering				
6. Building Customer Awareness				
7. Building Customer Loyalty				
8. Diversifying Beyond Our Core Business				
9. Leveraging the Power of Our Brand				
10. Entering New Market Segments				
11. Developing New Products				
12. Charging for Ancillary Services				
13. Developing New Products				
14. Reaching Prospects with Trade Advertising				
15. Developing New Marketing Channels				
16. Maximizing Sales Through Existing Channels				
17. Simplifying Our Complicated Product Line				
18. Developing New Accounts in Existing Segments				
19. Increasing Penetration of Existing Accounts				
20. Cross-Selling Our Product Lines				
21. Understanding Competitive Strategy				
22. Developing a Prospect/Lead Qualification Process				
23. Creating Competitive Advantage				
24. Understanding Customer Requirements				
25. Satisfying Customer Requirements				
26. Motivating a Sales Force				
27. Distributor Channel Management				
28. Empowering Web Site as Lead Generation Tool				
29. Developing Stakeholder Relationships				
30. Prioritizing 'Where and How' to Start				
<b>Total Checkmarks ...</b>				
<b>Checkmark Weight ...</b>	x 5	x 3	x 1	x 0
<b>Urgency Points ...</b>				
	<b>Total Urgency Score:</b>			