



CUSTOMER SALIENCE

The Road to Insight Driven Decision-Making

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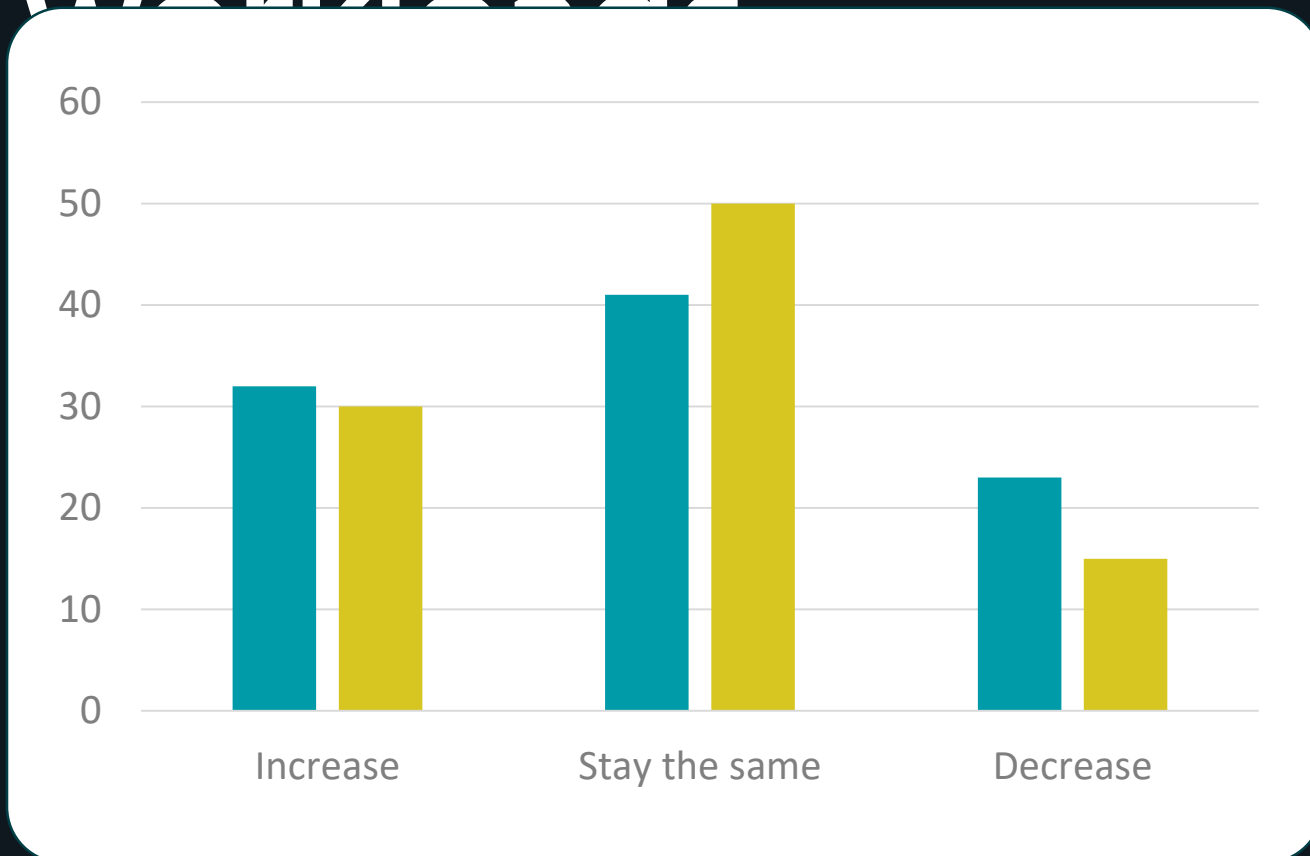


The Challenges

How increasing workloads, declining resources and ambiguous commercial impact are driving investment away from research teams – and strategic value down the corporate agenda.

Trend #1

Increasing workloads



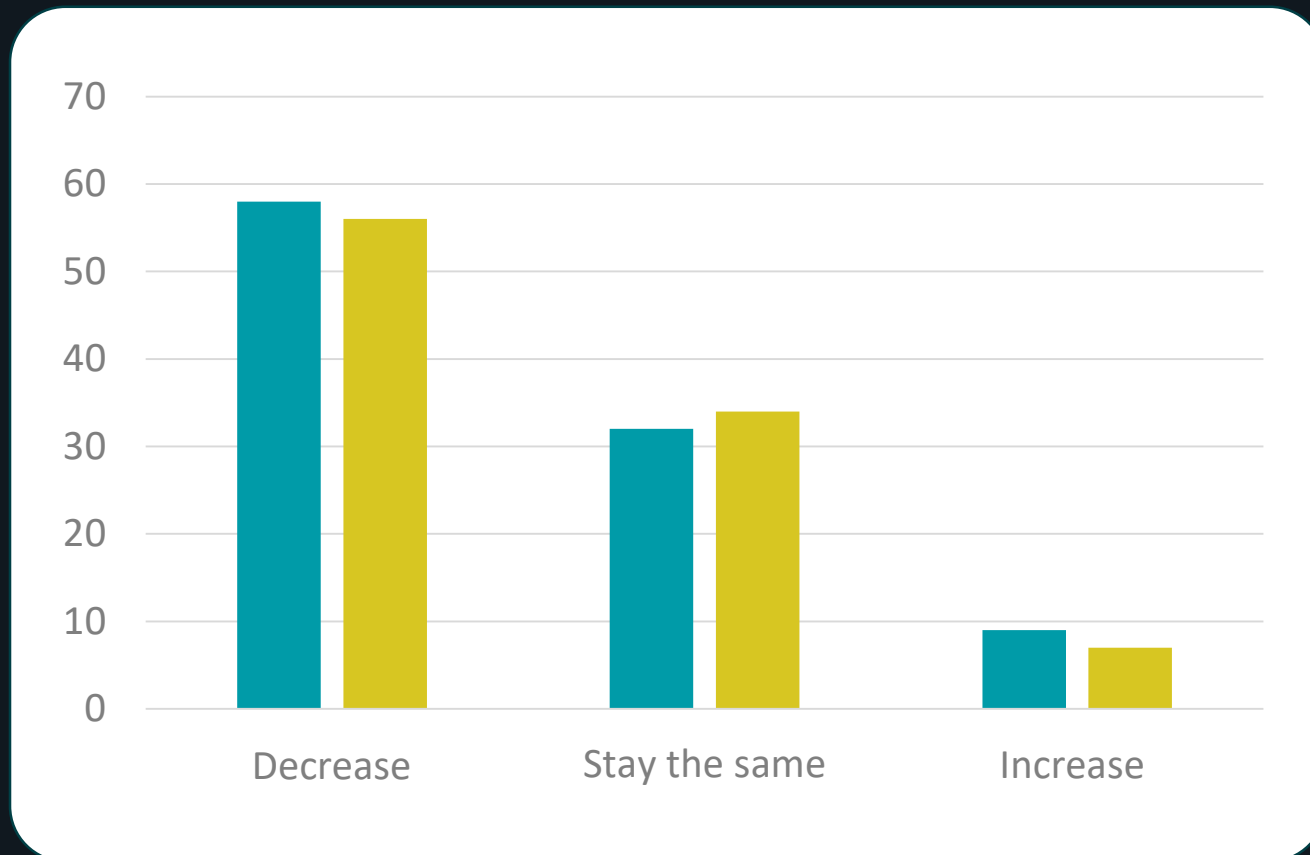
- (1) Change in research team **workloads** in the past 12 months
- (2) Expected changes in research team **workloads** over the next 12 months

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Global Users & Buyers of Insights 2023

Trend #2

Decreasing resources



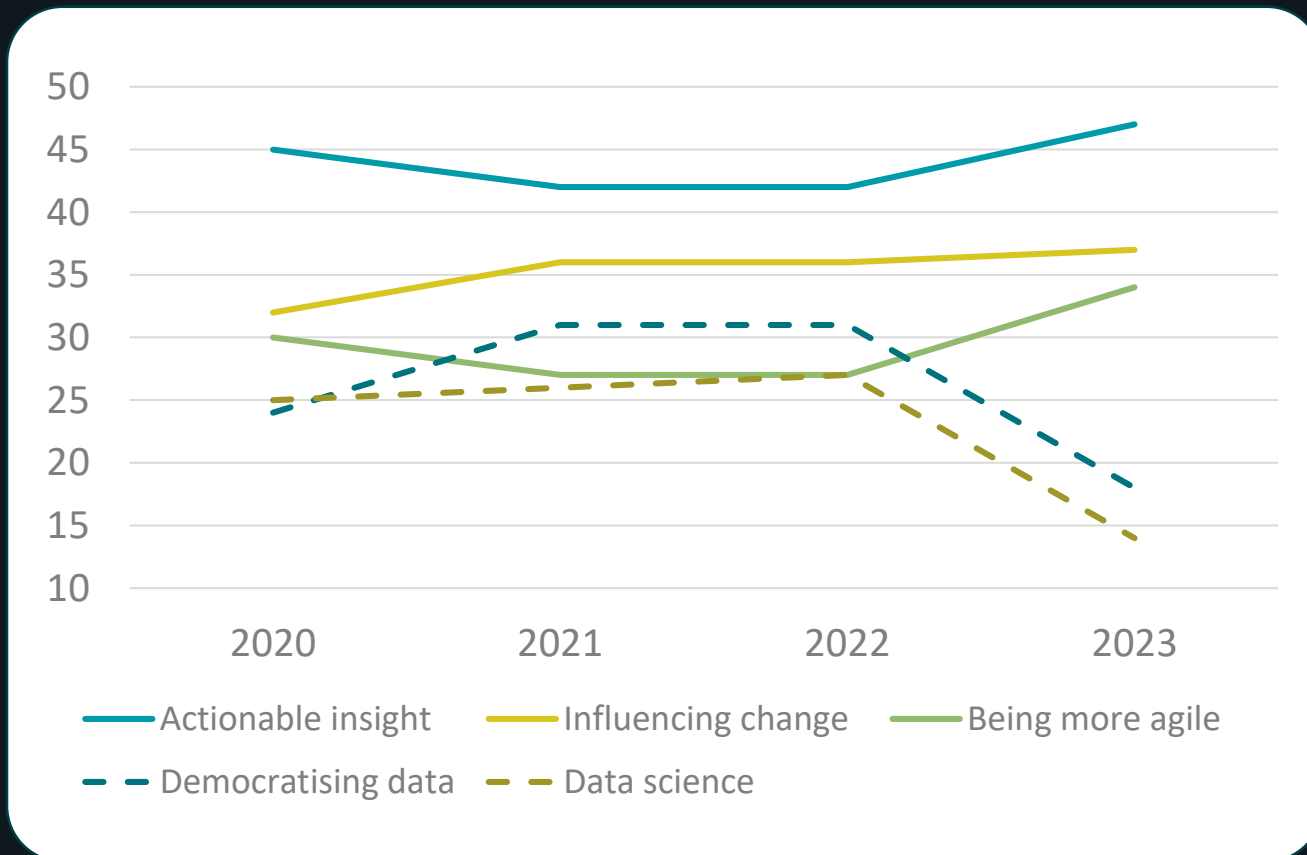
- (1) Change in research team **resources** in the past 12 months
- (2) Expected changes in research team **resources** over the next 12 months

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Trend #3

Ambiguous impact



- (1) Actionable insight and influencing change remain the biggest challenges for insight teams in 2023
- (2) Challenges around speed and impact grow, while those related to data shrink

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Is market research at risk of losing influence?

-2.9%

Reduction in market research budgets (Q2 2023)

-1.5%

Reduction in market research budgets (Q3 2023)

-5.0%

Reduction in market research budgets (Q4 2023)

IPA

Institute of Practitioners in Advertising Bellwether Reports



Passport Office denies backlog caused by working from home

FT

FINANCIAL
TIMES

**Office workers
Embrace hybrid
working as
post-pandemic
norm**

**COVID-19: People working from home in UK
more than doubled as pandemic struck - but at
what cost?**

sky news

**Hybrid working: Why there's a
widening gap between leaders
and employees**

WORLD
ECONOMIC
FORUM

The work from home revolution is here to stay – if you're rich, white and live in London

**THE
Sun**

**The working from home 'TWTs' are
lazy – it's time we all went back to
work to fix Britain**

**The
Guardian**

Data Driven

Insight Driven (37%)



01

Impaired

Aware of insight but little to no infrastructure and poorly defined strategy.

02

Localised

Adopting data building capability & articulating analytics strategy in silos.

03

Aspirational

Expanding ad-hoc capabilities beyond silos into mainstream business functions.

04

Analytical

Industrialising capacity to aggregate data and research from broad sources.

05

Insights-Driven

(10%)
forming insight for access and streamlining across all business functions.

Data in Decision

Making Decision-makers report that they made 48% of business decisions based on quantitative information only, that means 52% were not armed with any at all.

Decision

An introduction to common decision-making models, the challenges of real-world implementation and a guide to becoming more effective.

Making

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Decision Making Theory

Typical Insight Team Input



01

Set objectives

Stakeholders recognise the need to take action to achieve a goal and set specific objectives.

02

Gather data

The research team is engaged alongside data gathering processes to collect relevant info.

03

Analyse data

All the available data is analysed to produce insight (as an integrated or agile process).

04

Select strategy

From the available options, the most suitable path for the business is selected.

05

Review

The outcomes are assessed against the initial objective and fed into future decisions.



Decision
Making

Is Not Rational

Politics

What do different departments and individuals want to achieve? Which data supports their objectives?

Budgets

Which decisions support or challenge existing financing or resourcing plans?

Non-Rational Factors



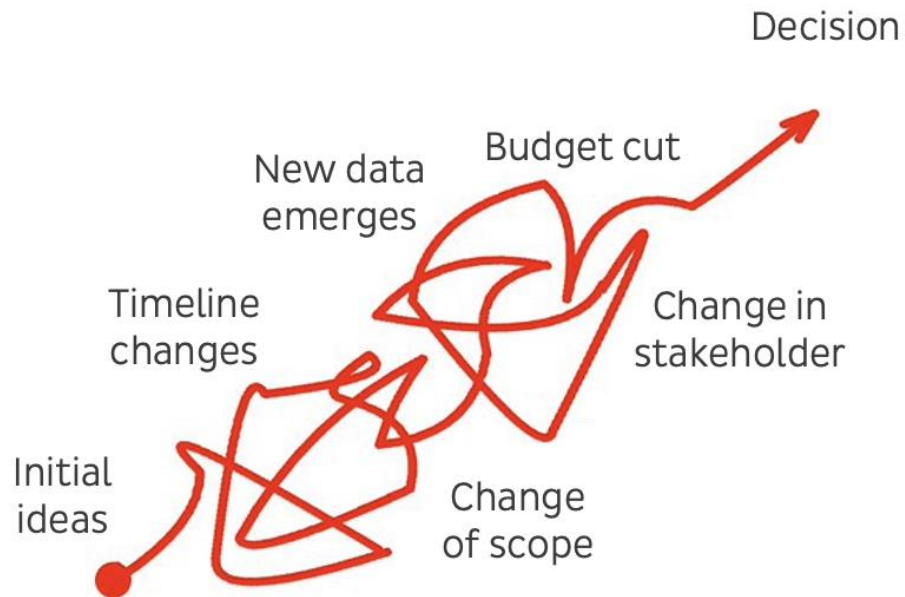
Emotions

How do individuals in the business personally feel about the course of action?

A person's hands are shown pulling apart a tangled ball of string, symbolizing the complexity of decision-making. The background is a teal color with a faint image of the hands and string.

Decision Making

Is Non-Linear



WHAT IT REALLY
LOOKS LIKE ...

So despite what
theory says... most
of us are more
familiar with this

The Opportunity Cost

Decision making takes up a huge proportion of management's time—as much as 70 percent of it for some C-suite executives. For the average Fortune 500 company, this typically equals more than half a million days of managers' time, or \$250 million a year in salaries. Despite this, most say decision-making time is not spent well.

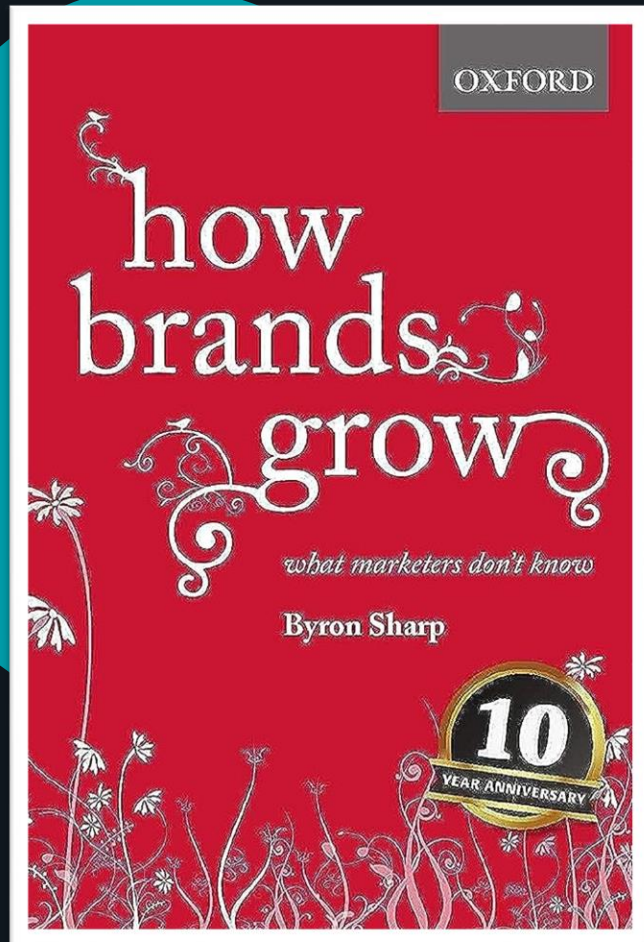
Customer

Building on established principles of marketing to create a new objective for research.

How can we get decision-makers in your business think about customers in their day-to-day work?

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A Refresher on Brand Salience

“A brand’s propensity to be noticed or come to mind in buying situations.”

- ✓ Quantitative
- measurement
- ✓ Memory as a driver of action
- ✓ Outcome oriented

Introducing Customer Salience

“The likelihood for customers to come to mind in the decision-making process.”

- ✓ Borrows a quantifiable indicator
- ✓ Uses memory structures to drive action
- ✓ Built through simple steps



4C Model of Customer Salience

Challenge

Understand the norms in your business and consider from a customer frame of reference.

Create

Plan and implement a program of activity designed to raise awareness of customers.

Connect

Bridge the gap between decision-makers and customers at all levels of seniority.

Collaborate

Grow the opportunities for teams to work with insight and each other.



Challenge

Understand the norms in your business and consider from a customer frame of reference.

- ✓ Challenge conventional norms
- ✓ Conduct a decision audit



Create

Plan and implement a program of activity designed to raise awareness of customers.

- ✓ Design-in colleague engagement
- ✓ Make use of regular sprint reviews

Decision-Centric Spaces Sprint Reviews

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- ✓ Agile and regular process
- ✓ Creates a space to share
- ✓ Encourages customer thinking
- ✓ Push and pull process
- ✓ Generates research questions



Connect

Bridge the gap between decision-makers and customers at all levels of seniority.

- ✓ Build immersion strategies
- ✓ Use customer feedback loops

Bridging the Gap

Video Close Connections

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Immersing stakeholders in face-to-face conversations with customers to provide direct

contact.

- ✓ Supported by expert chaperones
- ✓ Confidence and capacity building





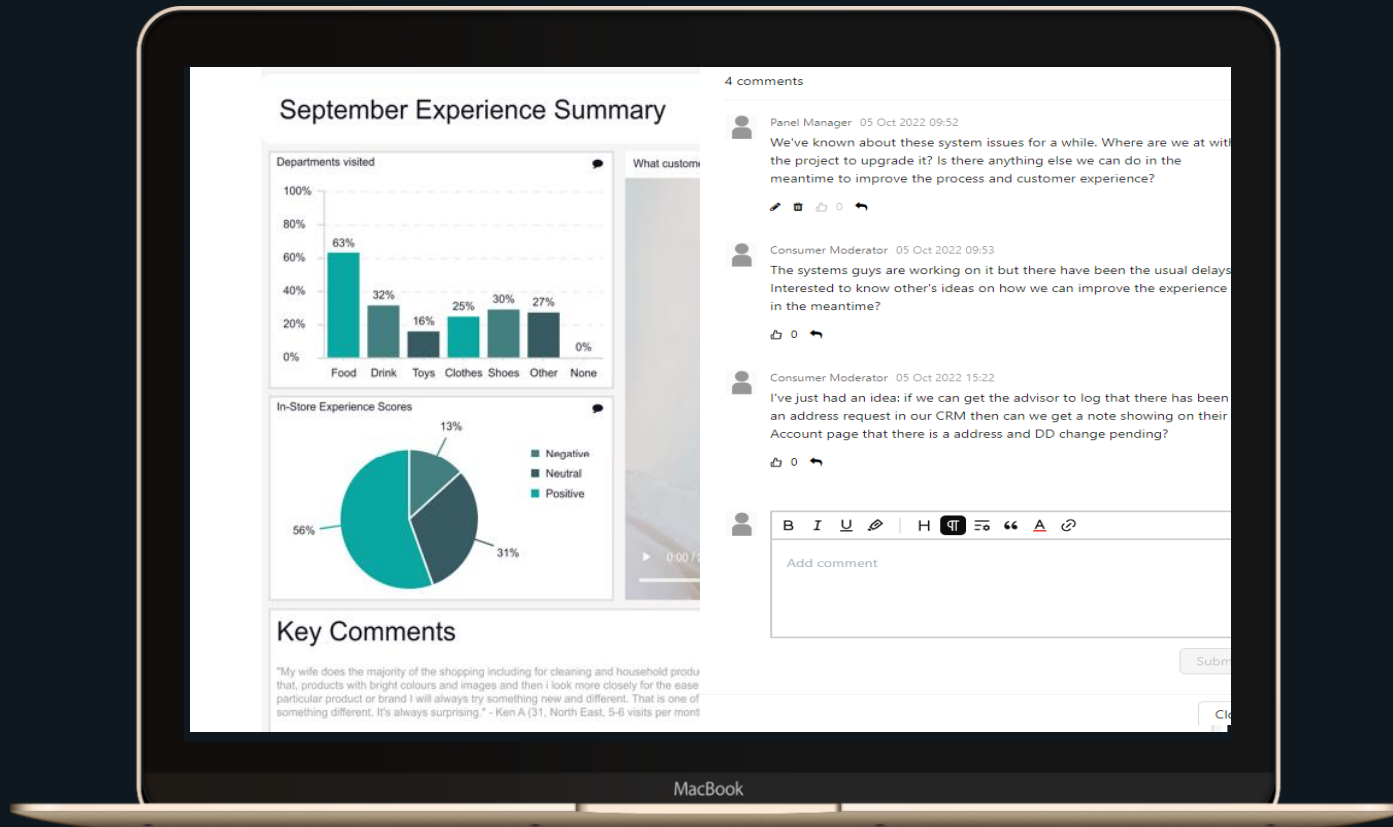
Collaborat

Grow the opportunities for teams to work with insight and each other on impactful projects.

- ✓ Make use of agile, collaborative spaces
- ✓ Spend time on post-debrief actions

Decision-Centric Spaces Agile Technology

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- ✓ Boards centered on insight
- ✓ Facilitates direct interaction
- ✓ Encourage collaboration
- ✓ Lengthens the insight lifespan
- ✓ Direct discussion into action

A Three Part Conclusion

- Need to create a culture of informed and effective decision-making
- Re-focus on growing Customer Salience across the business
- Increased propensity to think about the customer across all decision points

Thank you for listening
Get Started Today
with the Customer
Salience Toolkit



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