

# strategic management

research  
strategy  
communications



## Challenges

With a steady drop in customer satisfaction and loyalty, this client was facing eroding profitability and lower market position. Lacking the tools and tactics to measure organizational performance against organizational strategy, they were unable to determine areas for refinement or improvement.



## Challenges

Declining customer satisfaction/loyalty

Eroding profitability

Lowered market position

Inability to translate and implement strategy

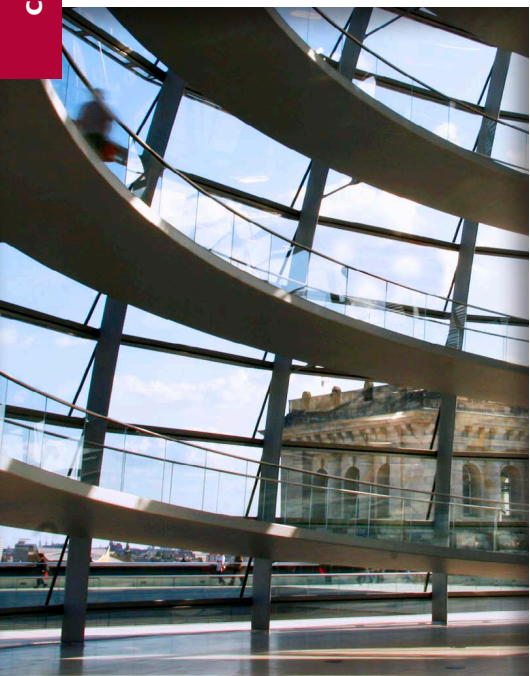
## Solution

We first assessed our client's organizational performance from Corporate, Business Unit and Shared Services perspectives in terms of roles, operations and practices for achieving and implementing strategy. We then conducted primary research for defining the dimensions and relationships of competitive market positions from a customer view in order to pinpoint optimum positions and vectors indirectly impacting customer profitability.

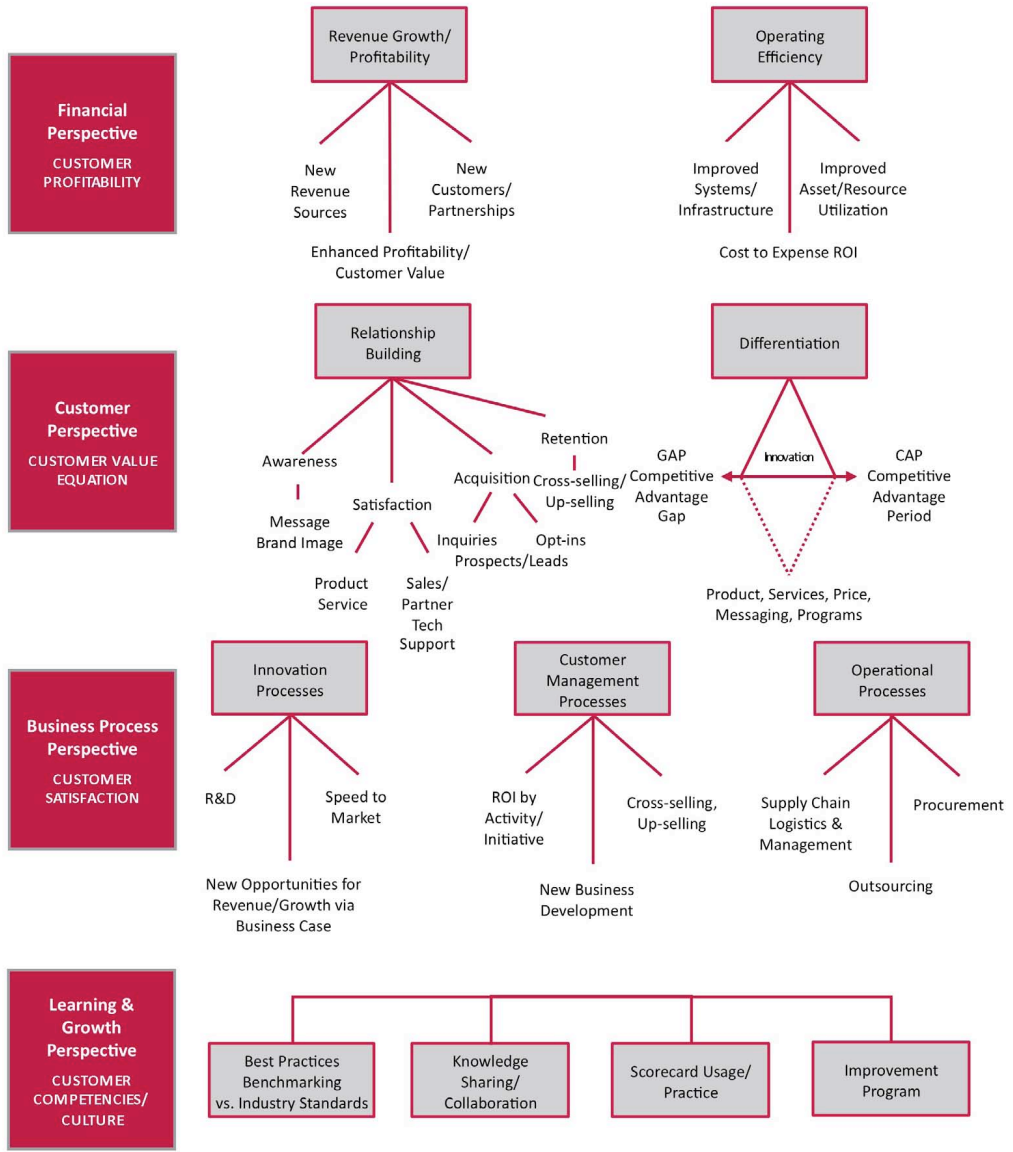
Our analysis of findings resulted in realignment of our client's mission, values and goals for correlation with customer-centric vectors against definitive milestones. To drive the updated market position, a new strategy architecture was developed around organizational competencies, technologies and culture focused on increasing customer value profitability and satisfaction. Universal KPIs were established to help our client portray cause and effect relationship linkage between strategy and performance across the organization. To support on-going performance management, we created organizational scorecards for quarterly tracking of performance by function against the KPIs and customer experience metrics.

## Key Steps

- Assessed organizational performance from Corporate, Business Unit and Shared Services
- Determined dimensions and relationships of competitive market positions
- Identified optimum positions and vectors
- Realigned company mission, vision, and strategic objectives
- Developed strategy architecture built on competencies, technologies and culture
- Created universal KPIs to portray cause and effect relationship linkage
- Designed and facilitated organizational scorecards utilizing KPIs and customer experience metrics



Strategy Architecture



“S&A attacked each challenge with finesse and the result has been significant improvements to the way we do business.”

Results

- Improved customer satisfaction and loyalty scores by over 37%
- Increased profitability by 24%
- Recaptured competitive advantage
- Established direct accountability for customer experience across organization



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