



## Creating the Clear Enterprise

- 1 What type of business do you work for?
- 2 Which function do you work within?

3 To survive and thrive in the recession, an organisation has to become more 'customer centric' by which we mean reaffirming the customer as the key element in any successful strategy versus purely being focused on cost cutting. How far do you agree with this statement?

4 Within the current economic context, do you feel that your organisation has become more customer centric in order to survive?

5 You have suggested that your organisation has become more customer centric, which of the following elements have changed in order to meet that goal?

6 You don't believe that your organisation has become more customer centric. Why is that?

7 Can you quantify to what extent the recession has impacted your organisation's business model?

8 Do you believe that your organisation's information systems are good enough to help you achieve your business goals within the current economic climate?

9 Successful companies suggest to us that one reason they continue to be successful despite the current difficulties, is that they have access to real time, accurate data throughout their organisation so that decisions can be made within the right information context. How far is this true, do you believe, of your organisation?

10 Another change in organisational behaviour that we have observed in recent months, is that some companies recognise the importance of successful risk management and have made this topic central to their operation. Has managing risk become more important to you in your role?

11 One of the other current trends that occupies the corporate mind is sustainability but recently we have seen one or two companies put this as a lower priority within the current climate. Do you believe that sound sustainability practice has a beneficial impact on the bottom line?

12 This survey has talked a lot about the current economic climate but some observers believe that the worst is already over. How much longer do you think the downturn will last?

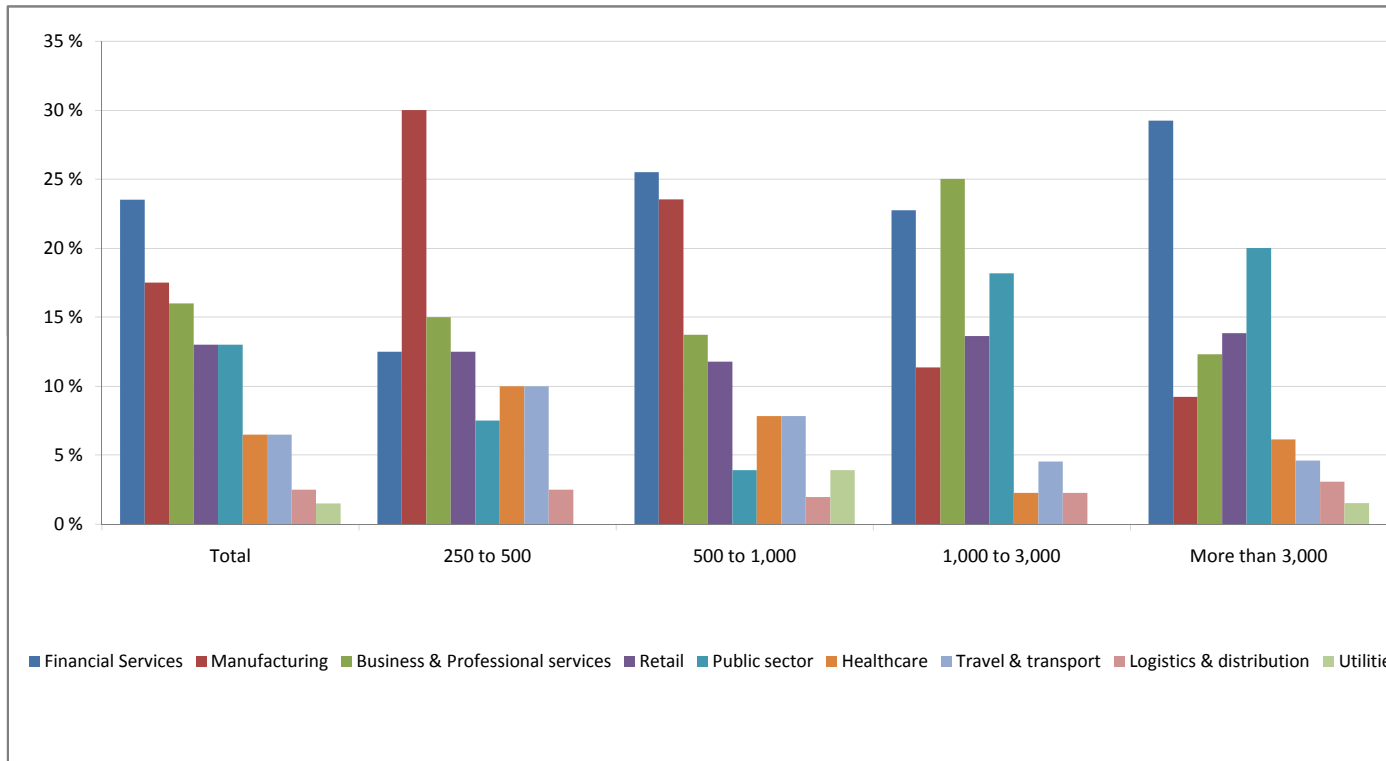
13 If all information and data was transparent and available to you at any time in real time, giving you complete 'clarity' of information, do you agree or disagree that this ability would help your organisation through the downturn?

14 You believe that clarity of information will improve your organisation's chances of surviving and then thriving through the downturn. Why do you say that?

15 You don't believe that clarity of information will improve your organisation's chances of surviving and then thriving through the downturn. Why do you say that?

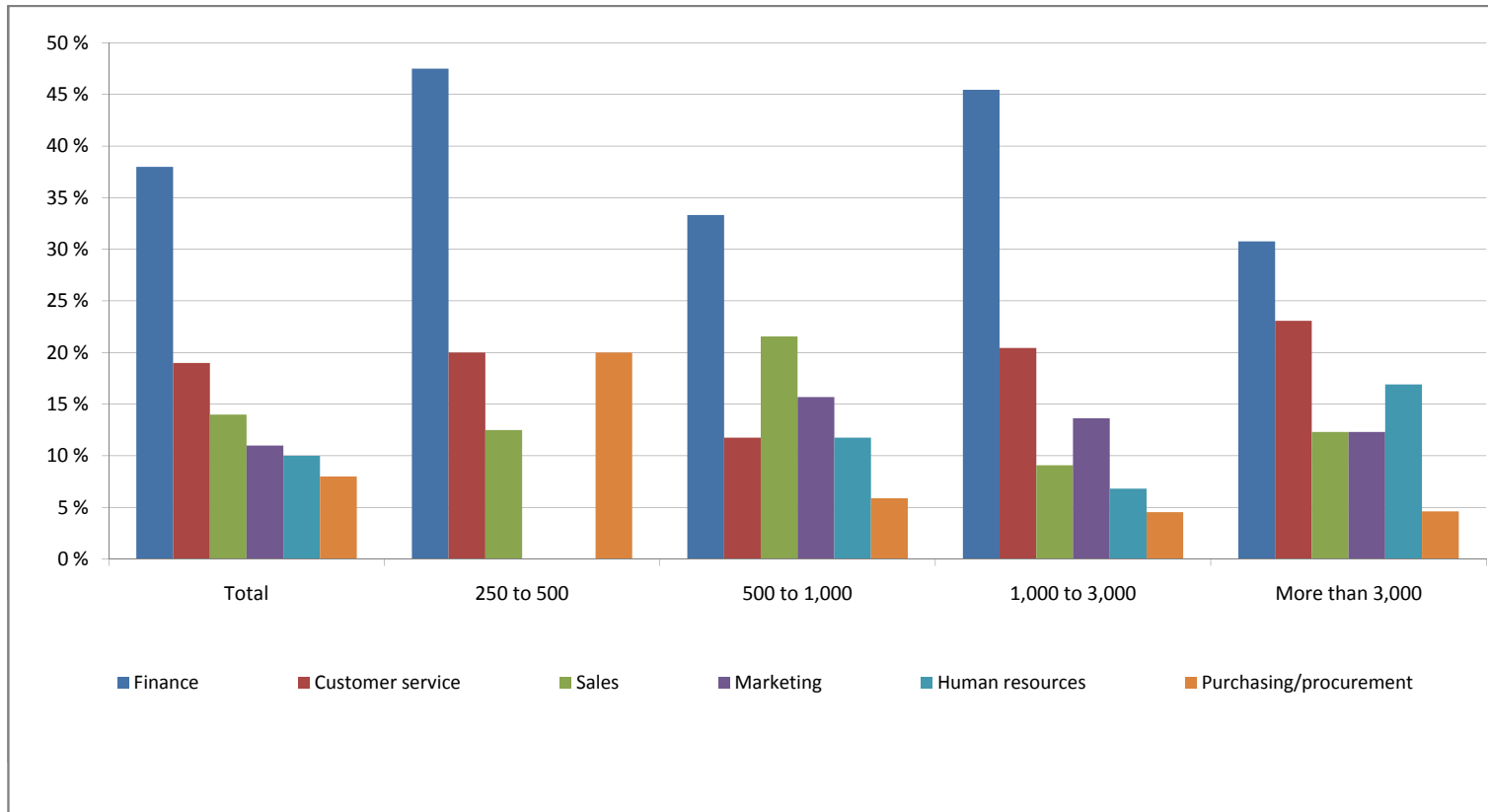
What type of business do you work for?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
Financial Services	24 %	13 %	25 %	23 %	29 %
Manufacturing	18 %	30 %	24 %	11 %	9 %
Business & Professional services	16 %	15 %	14 %	25 %	12 %
Retail	13 %	13 %	12 %	14 %	14 %
Public sector	13 %	8 %	4 %	18 %	20 %
Healthcare	7 %	10 %	8 %	2 %	6 %
Travel & transport	7 %	10 %	8 %	5 %	5 %
Logistics & distribution	3 %	3 %	2 %	2 %	3 %
Utilities	2 %	0 %	4 %	0 %	2 %
<b>Base</b>	<b>200</b>	<b>40</b>	<b>51</b>	<b>44</b>	<b>65</b>



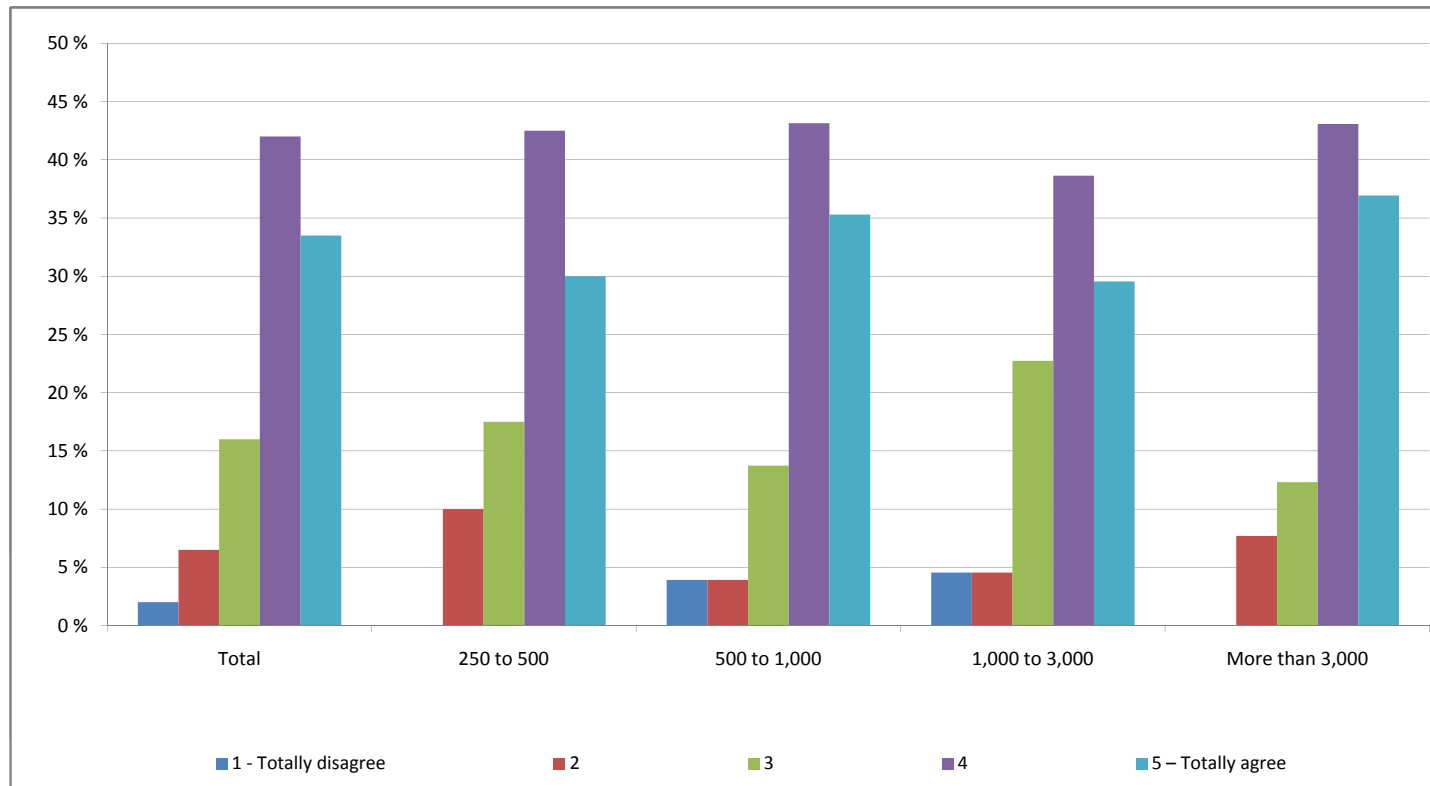
Which function do you work within?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
Finance	38 %	48 %	33 %	45 %	31 %
Customer service	19 %	20 %	12 %	20 %	23 %
Sales	14 %	13 %	22 %	9 %	12 %
Marketing	11 %	0 %	16 %	14 %	12 %
Human resources	10 %	0 %	12 %	7 %	17 %
Purchasing/procurement	8 %	20 %	6 %	5 %	5 %



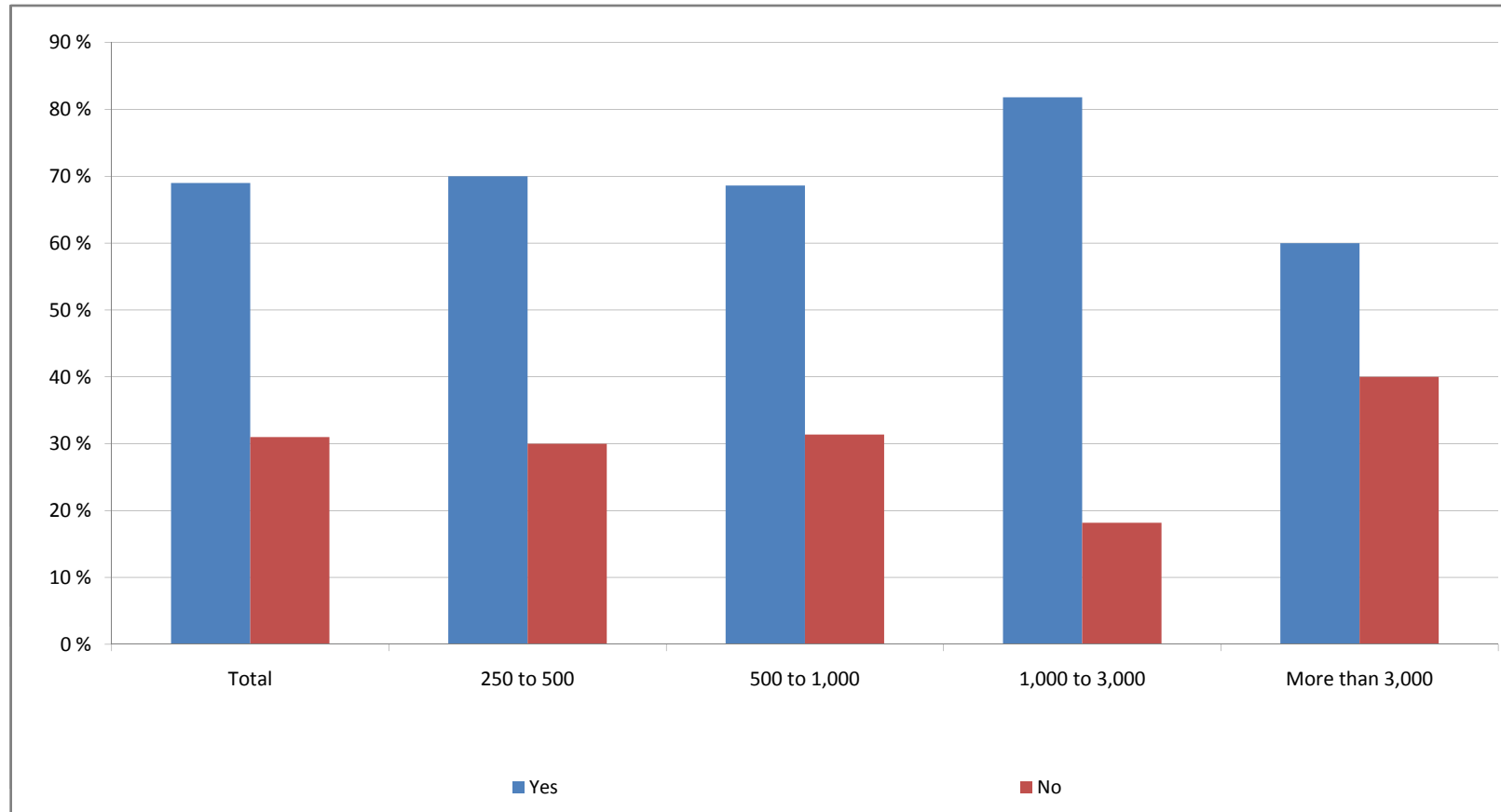
To survive and thrive in the recession, an organisation has to become more 'customer centric' by which we mean reaffirming the customer as the key element in any successful strategy versus purely being focused on cost cutting. How far do you agree with this statement?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>1 - Totally disagree</b>	<b>2 %</b>	0 %	4 %	5 %	0 %
<b>2</b>	<b>7 %</b>	10 %	4 %	5 %	8 %
<b>3</b>	<b>16 %</b>	18 %	14 %	23 %	12 %
<b>4</b>	<b>42 %</b>	43 %	43 %	39 %	43 %
<b>5 – Totally agree</b>	<b>34 %</b>	30 %	35 %	30 %	37 %
<b>AVG</b>	<b>3.99</b>	3.93	4.02	3.84	4.09



Within the current economic context, do you feel that your organisation has become more customer centric in order to survive?

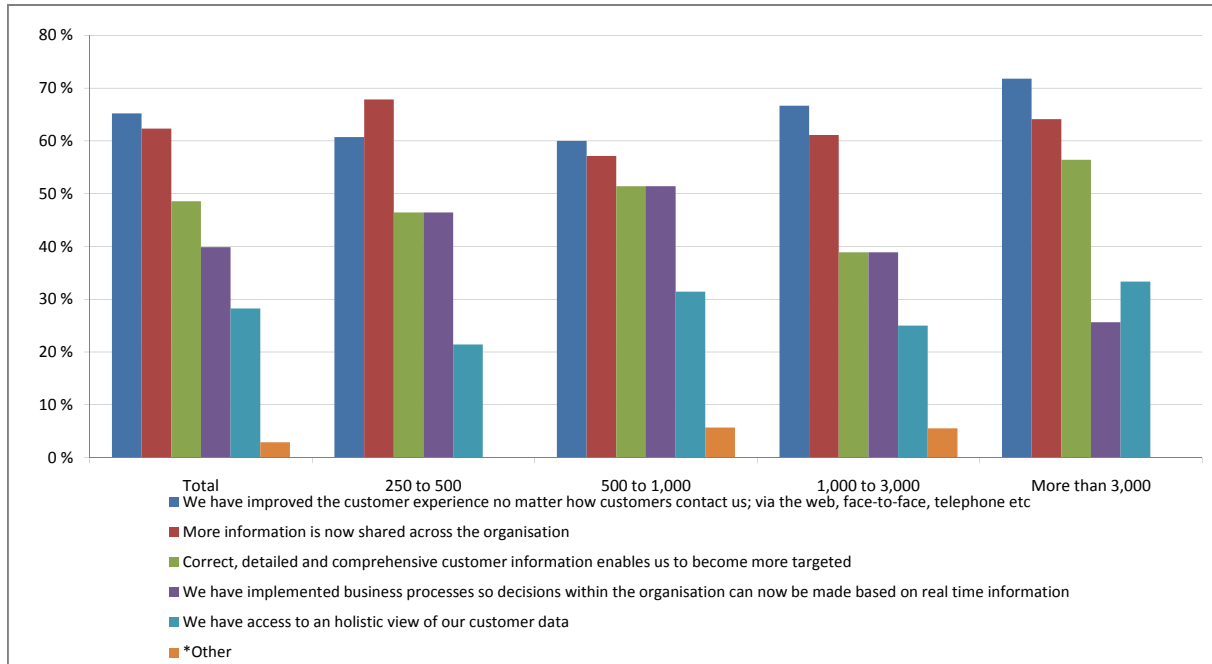
	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
Yes	69 %	70 %	69 %	82 %	60 %
No	31 %	30 %	31 %	18 %	40 %



**You have suggested that your organisation has become more customer centric, which of the following elements have changed in order to meet that goal?**

Base: respondents whom answered q4 'Yes'	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>We have improved the customer experience no matter how customers contact us; via the web, face-to-face, telephone etc</b>	65 %	61 %	60 %	67 %	72 %
<b>More information is now shared across the organisation</b>	62 %	68 %	57 %	61 %	64 %
<b>Correct, detailed and comprehensive customer information enables us to become more targeted</b>	49 %	46 %	51 %	39 %	56 %
<b>We have implemented business processes so decisions within the organisation can now be made based on real time information</b>	40 %	46 %	51 %	39 %	26 %
<b>We have access to an holistic view of our customer data</b>	28 %	21 %	31 %	25 %	33 %
<b>*Other</b>	3 %	0 %	6 %	6 %	0 %
<b>Base</b>	<b>138</b>	<b>28</b>	<b>35</b>	<b>36</b>	<b>39</b>

\* We have an active programme to "Treat Customers Fairly"; All of the above apply but they are all work in progress. Its proving more difficult to implement in practice; We have begun to change our service and product offering to place the customers needs at the forefront of what we do; We have streamlined the way customers contact us

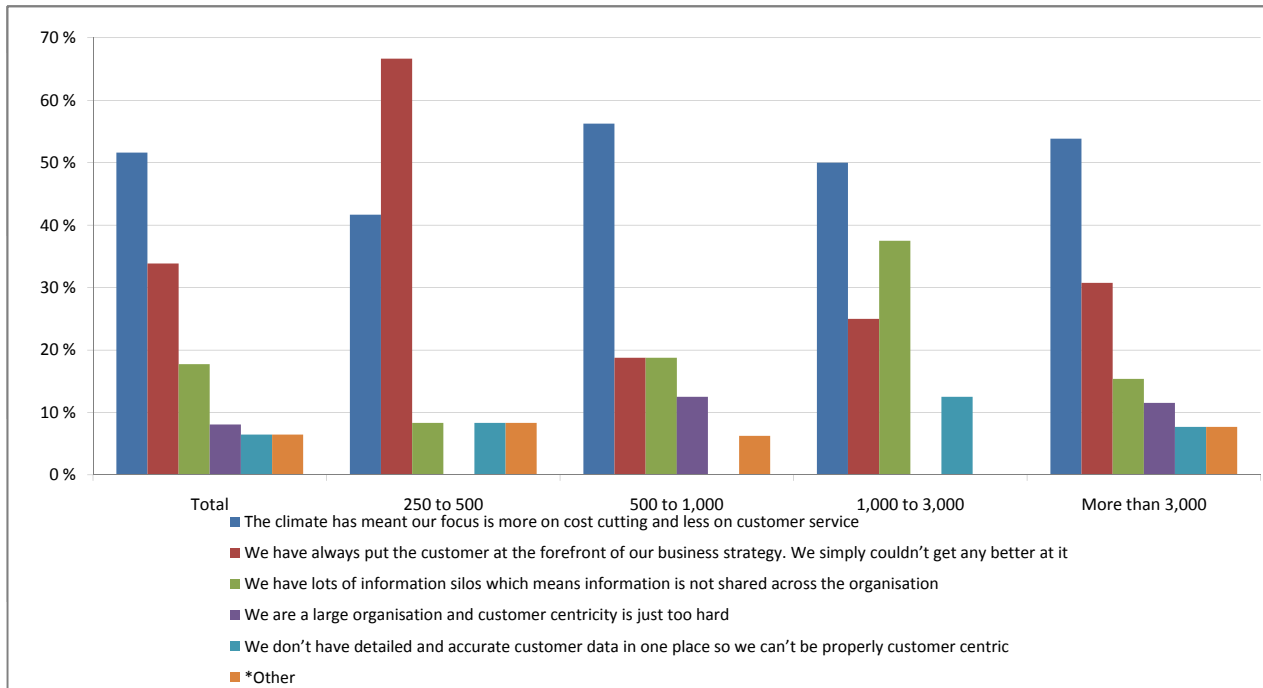


**You don't believe that your organisation has become more customer centric. Why is that?**

Base: respondents whom answered q4 'No'

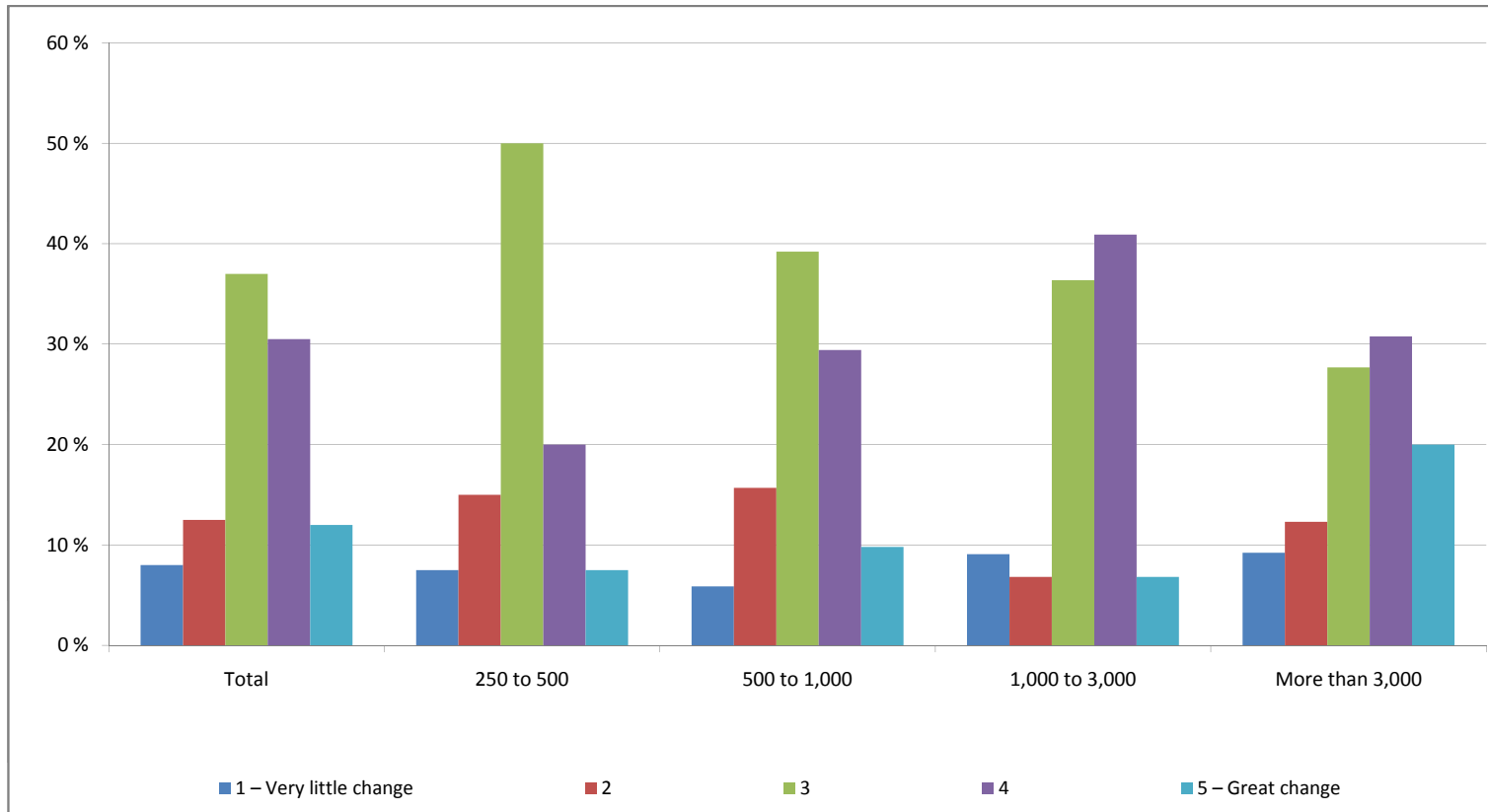
	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
The climate has meant our focus is more on cost cutting and less on customer service	52 %	42 %	56 %	50 %	54 %
We have always put the customer at the forefront of our business strategy. We simply couldn't get any better at it	34 %	67 %	19 %	25 %	31 %
We have lots of information silos which means information is not shared across the organisation	18 %	8 %	19 %	38 %	15 %
We are a large organisation and customer centricity is just too hard	8 %	0 %	13 %	0 %	12 %
We don't have detailed and accurate customer data in one place so we can't be properly customer centric	6 %	8 %	0 %	13 %	8 %
*Other	6 %	8 %	6 %	0 %	8 %
<b>Base</b>	<b>62</b>	<b>12</b>	<b>16</b>	<b>8</b>	<b>26</b>

\* Our focus is on driving profit; Being too customer focused got us into trouble in the first place; The board members have lost touch with reality and are living in a bubble.



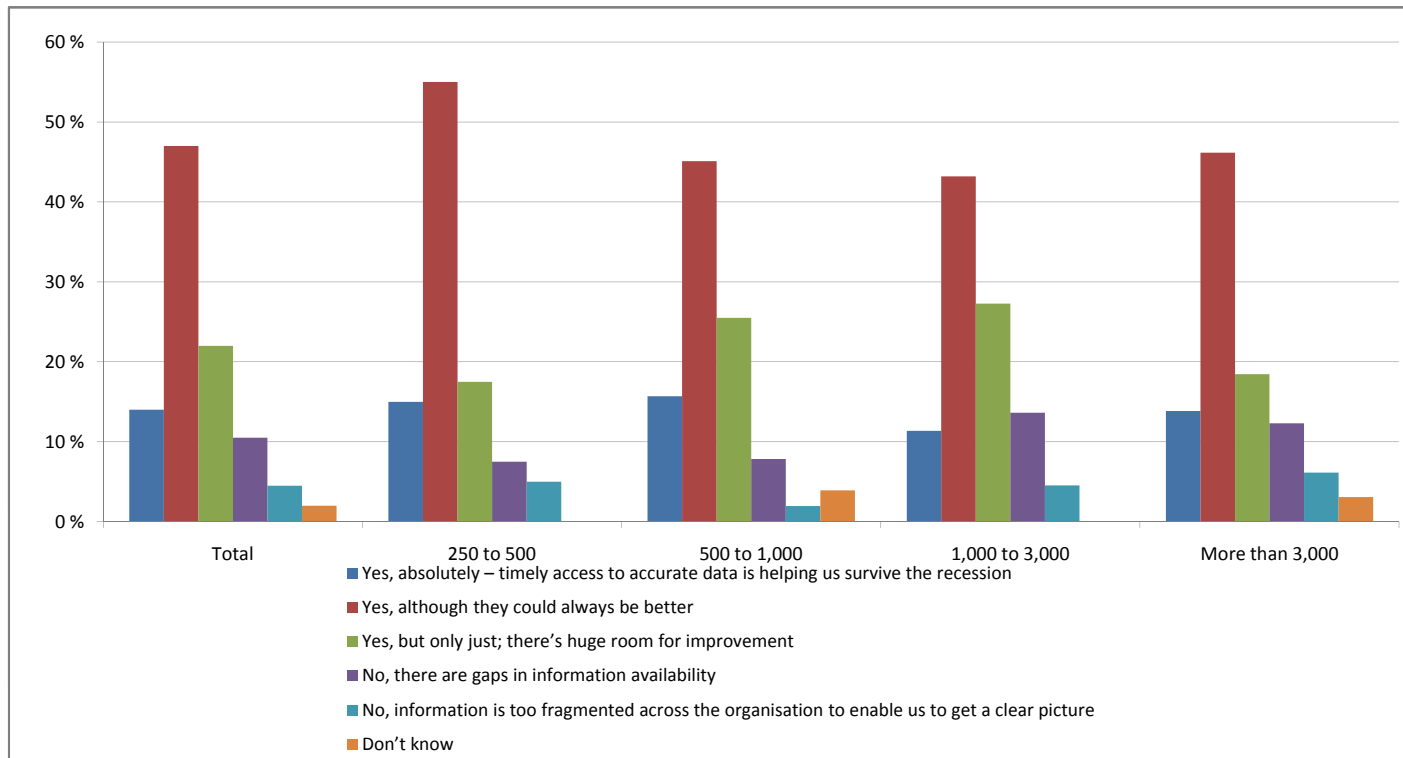
Can you quantify to what extent the recession has impacted your organisation's business model?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>1 – Very little change</b>	8 %	8 %	6 %	9 %	9 %
<b>2</b>	13 %	15 %	16 %	7 %	12 %
<b>3</b>	37 %	50 %	39 %	36 %	28 %
<b>4</b>	31 %	20 %	29 %	41 %	31 %
<b>5 – Great change</b>	12 %	8 %	10 %	7 %	20 %
<b>AVG</b>	<b>3.26</b>	3.05	3.22	3.30	3.40



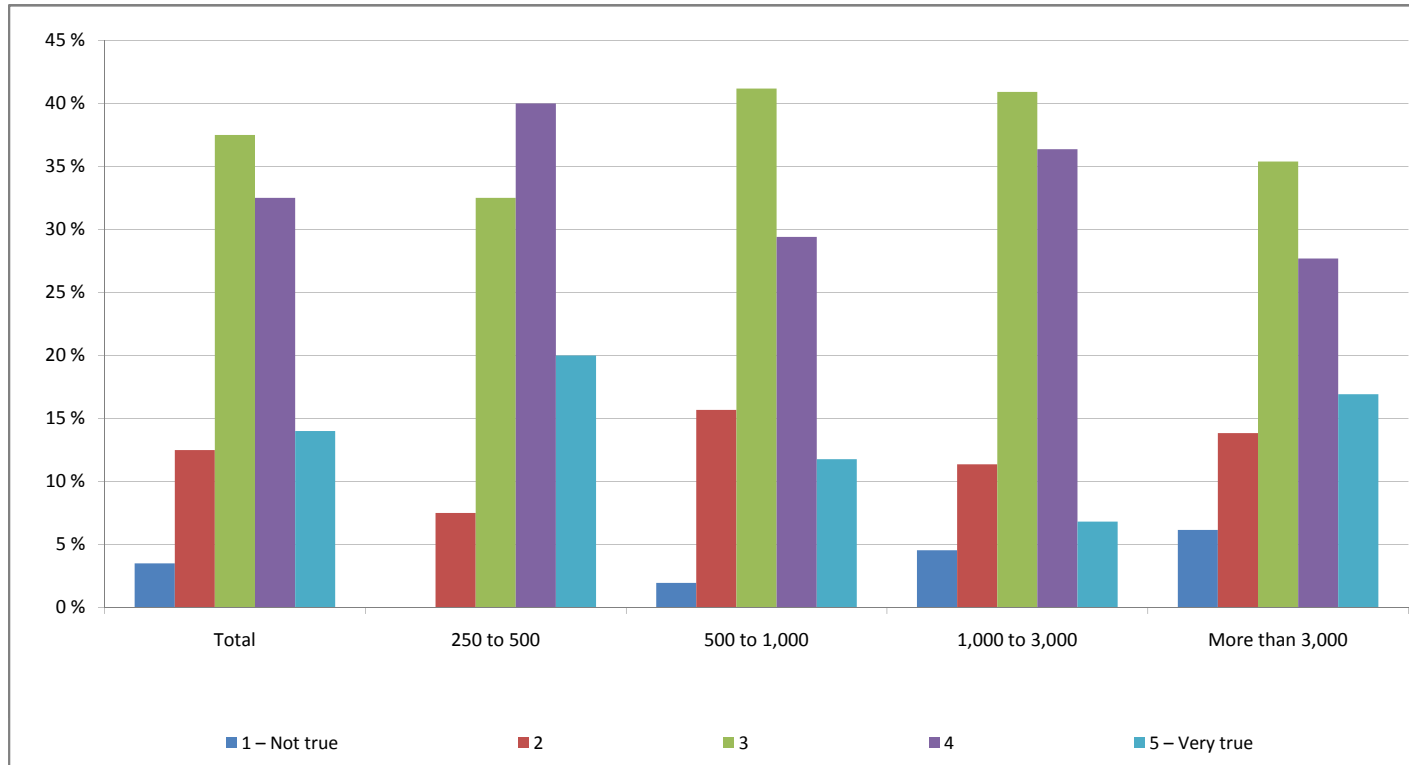
**Do you believe that your organisation's information systems are good enough to help you achieve your business goals within the current economic climate?**

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>Yes, absolutely – timely access to accurate data is helping us survive the recession</b>	14 %	15 %	16 %	11 %	14 %
<b>Yes, although they could always be better</b>	47 %	55 %	45 %	43 %	46 %
<b>Yes, but only just; there's huge room for improvement</b>	22 %	18 %	25 %	27 %	18 %
<b>No, there are gaps in information availability</b>	11 %	8 %	8 %	14 %	12 %
<b>No, information is too fragmented across the organisation to enable us to get a clear picture</b>	5 %	5 %	2 %	5 %	6 %
<b>Don't know</b>	2 %	0 %	4 %	0 %	3 %



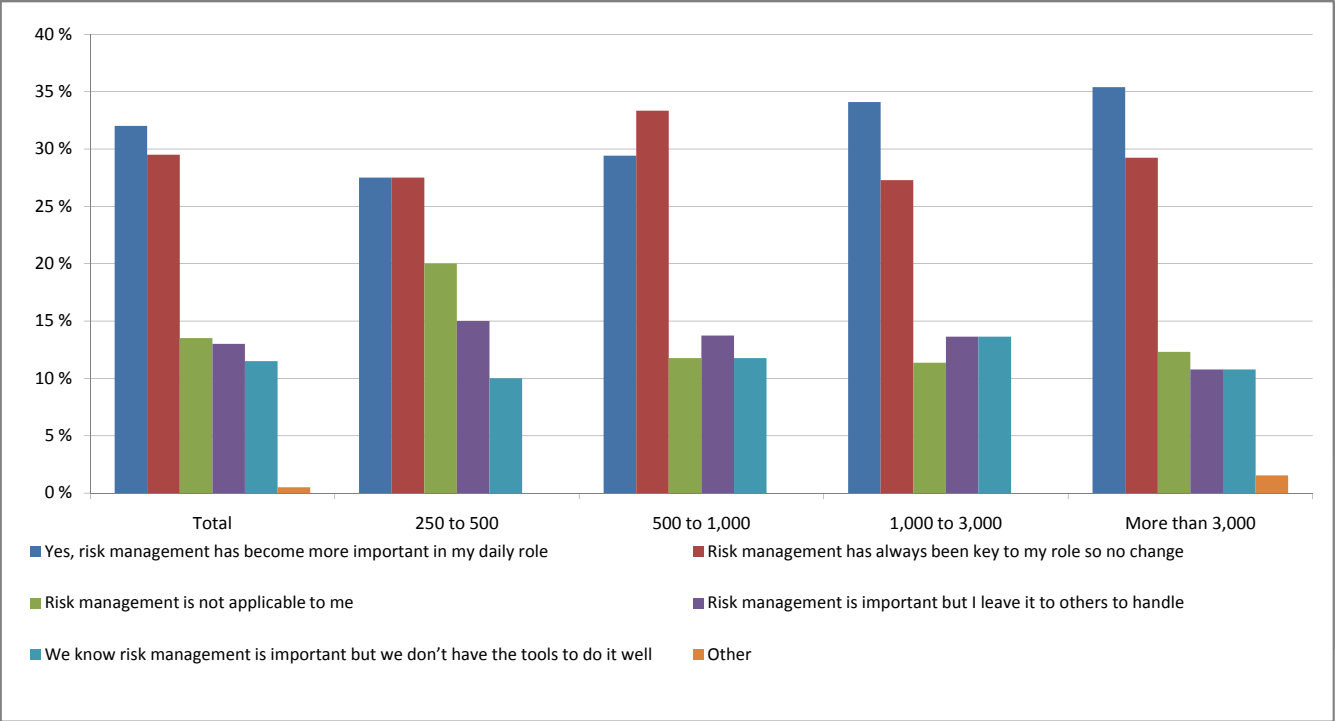
Successful companies suggest to us that one reason they continue to be successful despite the current difficulties, is that they have access to real time, accurate data throughout their organisation so that decisions can be made within the right information context. How far is this true, do you believe, of your organisation?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>1 – Not true</b>	4 %	0 %	2 %	5 %	6 %
<b>2</b>	13 %	8 %	16 %	11 %	14 %
<b>3</b>	38 %	33 %	41 %	41 %	35 %
<b>4</b>	33 %	40 %	29 %	36 %	28 %
<b>5 – Very true</b>	14 %	20 %	12 %	7 %	17 %
<b>AVG</b>	3.41	3.73	3.33	3.30	3.35



Another change in organisational behaviour that we have observed in recent months, is that some companies recognise the importance of successful risk management and have made this topic central to their operation. Has managing risk become more important to you in your role?

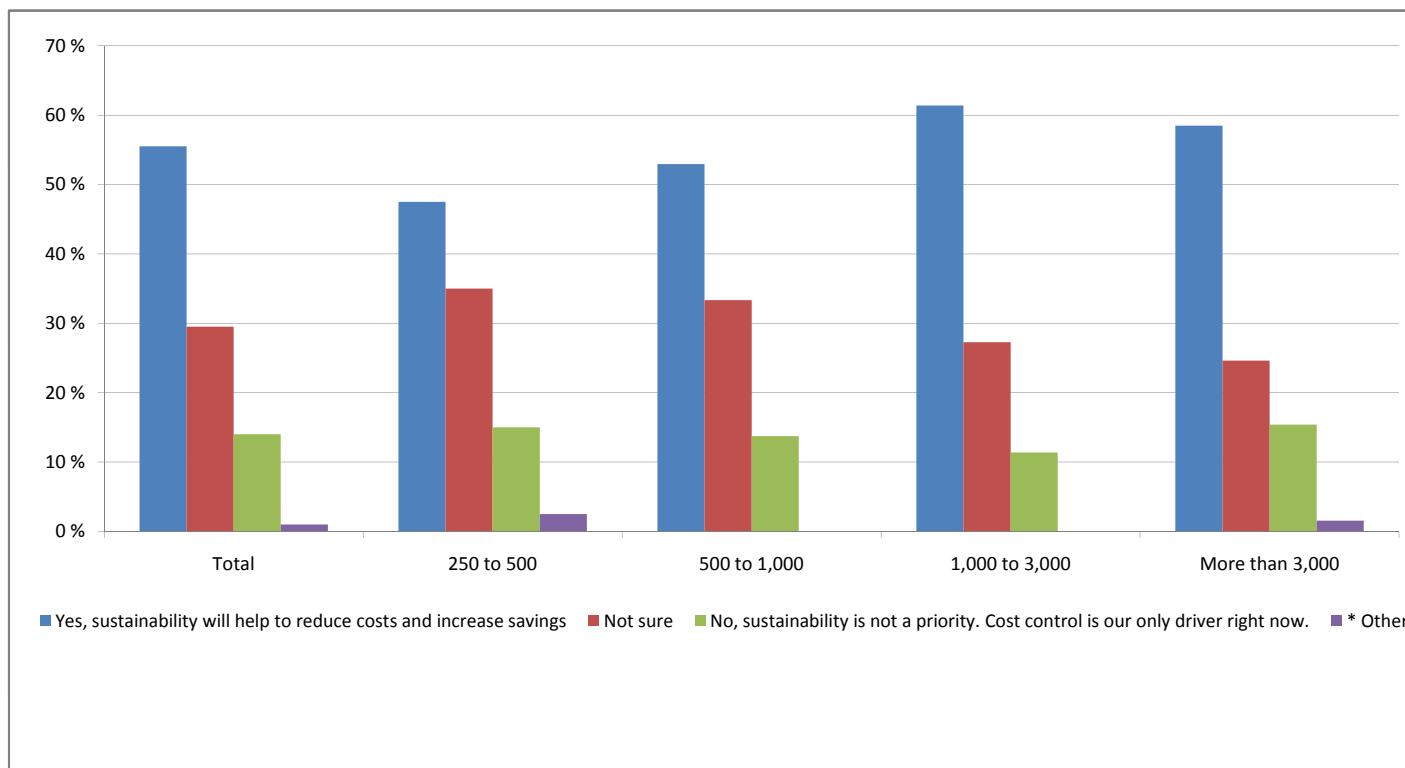
	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
Yes, risk management has become more important in my daily role	32 %	28 %	29 %	34 %	35 %
Risk management has always been key to my role so no change	30 %	28 %	33 %	27 %	29 %
Risk management is not applicable to me	14 %	20 %	12 %	11 %	12 %
Risk management is important but I leave it to others to handle	13 %	15 %	14 %	14 %	11 %
We know risk management is important but we don't have the tools to do it well	12 %	10 %	12 %	14 %	11 %
Other	1 %	0 %	0 %	0 %	2 %



One of the other current trends that occupies the corporate mind is sustainability but recently we have seen one or two companies put this as a lower priority within the current climate. Do you believe that sound sustainability practice has a beneficial impact on the bottom line?

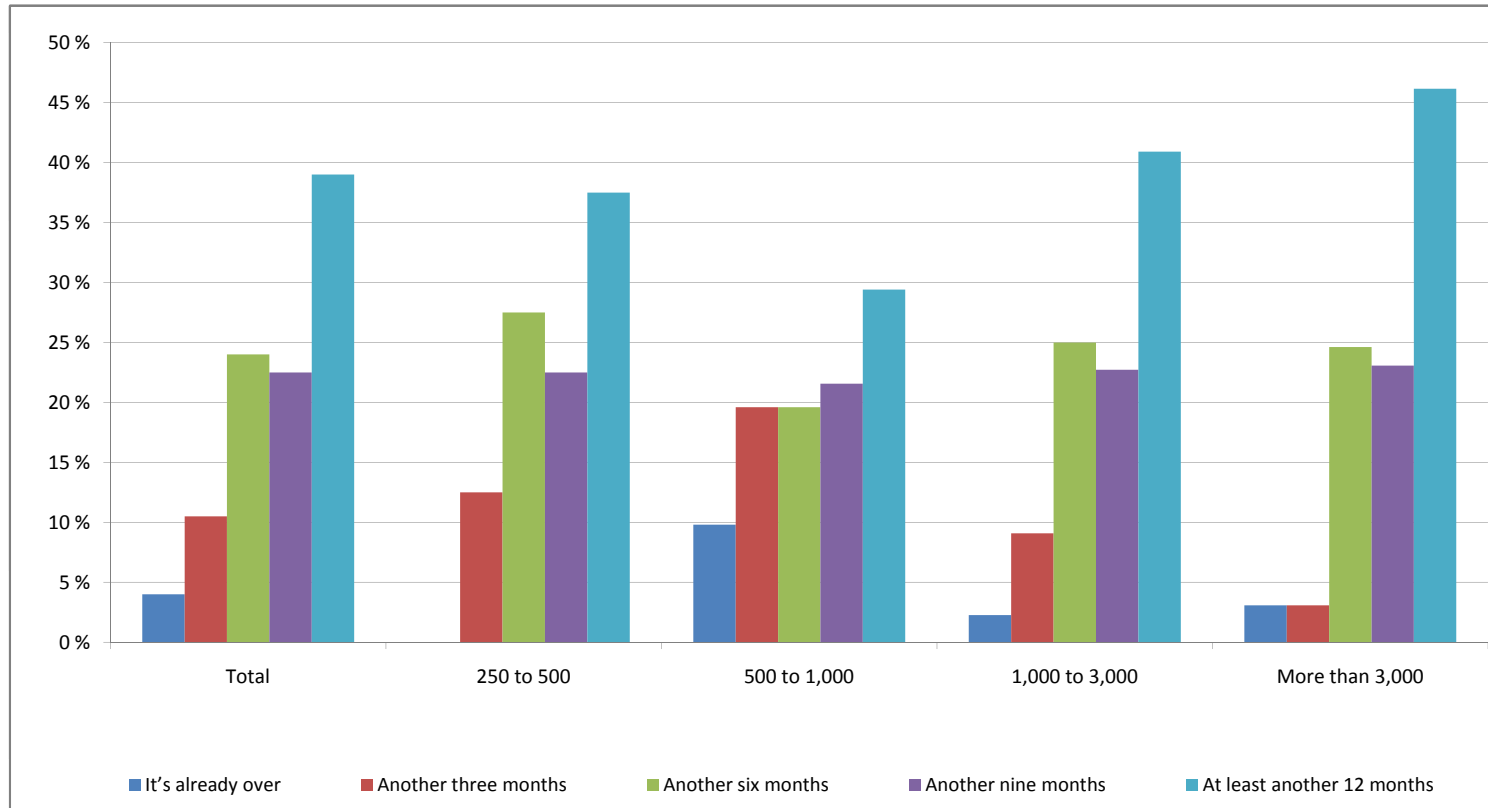
	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
Yes, sustainability will help to reduce costs and increase savings	56 %	48 %	53 %	61 %	58 %
Not sure	30 %	35 %	33 %	27 %	25 %
No, sustainability is not a priority. Cost control is our only driver right now.	14 %	15 %	14 %	11 %	15 %
* Other	1 %	3 %	0 %	0 %	2 %

\* Some sustainability does have a beneficial impact, but sometimes organisations take this too far



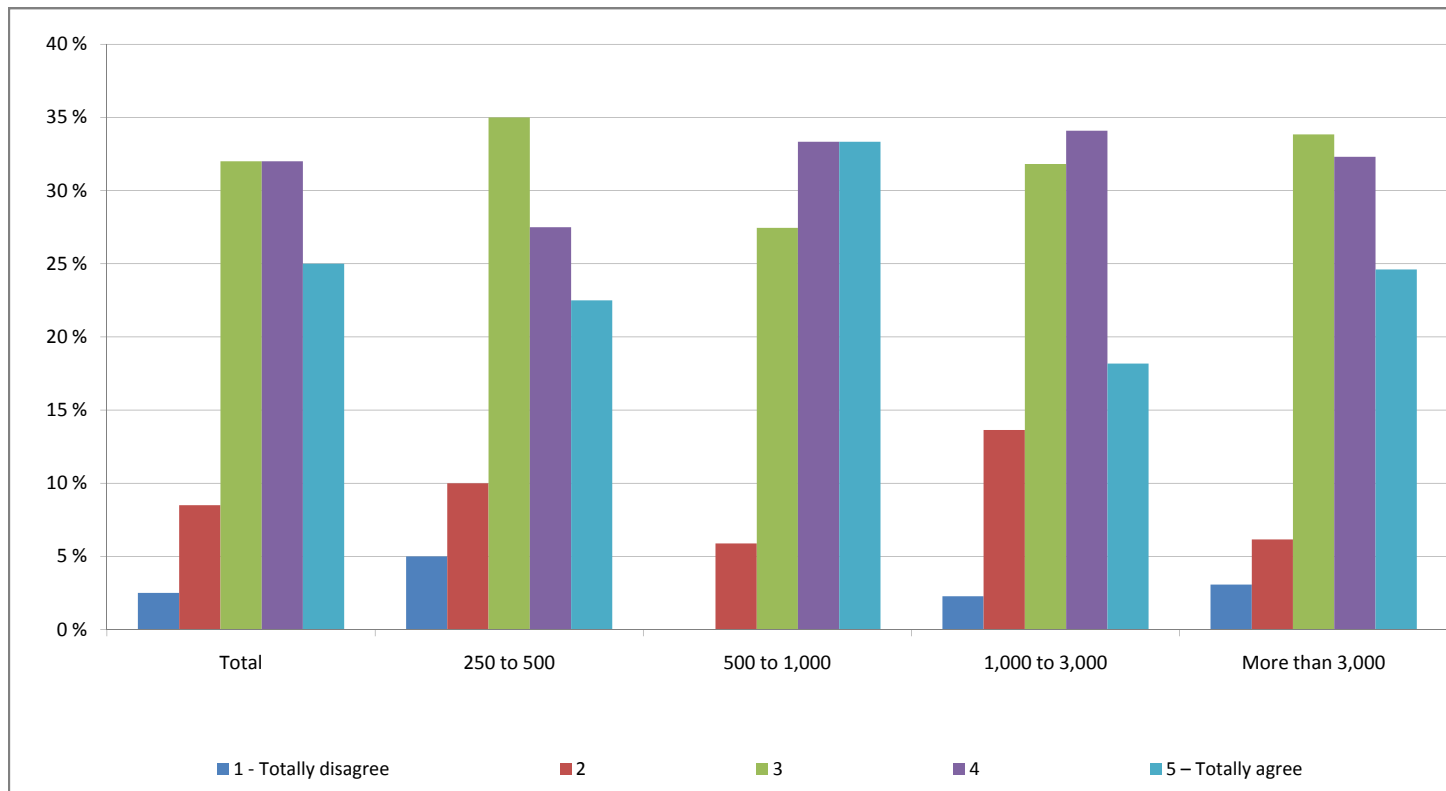
This survey has talked a lot about the current economic climate but some observers believe that the worst is already over. How much longer do you think the downturn will last?

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>It's already over</b>	<b>4 %</b>	0 %	10 %	2 %	3 %
<b>Another three months</b>	<b>11 %</b>	13 %	20 %	9 %	3 %
<b>Another six months</b>	<b>24 %</b>	28 %	20 %	25 %	25 %
<b>Another nine months</b>	<b>23 %</b>	23 %	22 %	23 %	23 %
<b>At least another 12 months</b>	<b>39 %</b>	38 %	29 %	41 %	46 %



**If all information and data was transparent and available to you at any time in real time, giving you complete 'clarity' of information, do you agree or disagree that this ability would help your organisation through the downturn?**

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>1 - Totally disagree</b>	<b>3 %</b>	5 %	0 %	2 %	3 %
<b>2</b>	<b>9 %</b>	10 %	6 %	14 %	6 %
<b>3</b>	<b>32 %</b>	35 %	27 %	32 %	34 %
<b>4</b>	<b>32 %</b>	28 %	33 %	34 %	32 %
<b>5 - Totally agree</b>	<b>25 %</b>	23 %	33 %	18 %	25 %
<b>AVG</b>	<b>3.69</b>	3.53	3.94	3.52	3.69

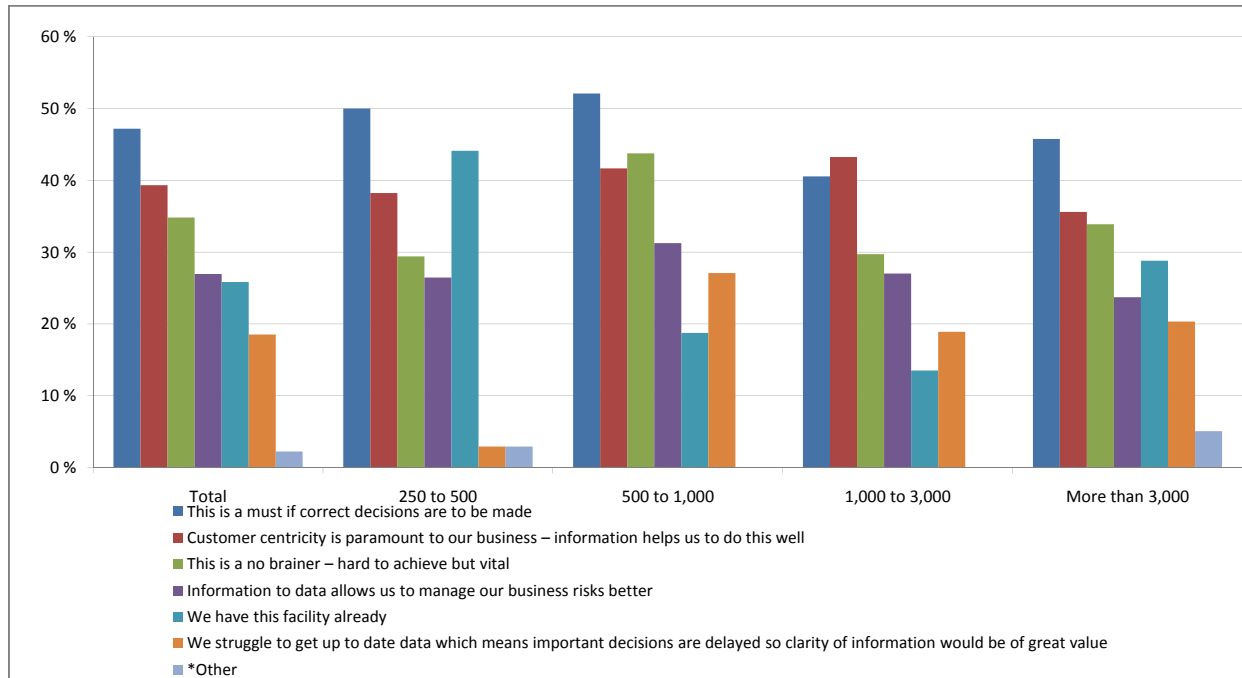


**You believe that clarity of information will improve your organisation's chances of surviving and then thriving through the downturn. Why do you say that?**

Base: respondents whom answered q13 '3', '4' or '5'

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>This is a must if correct decisions are to be made</b>	47 %	50 %	52 %	41 %	46 %
<b>Customer centricity is paramount to our business – information helps us to do this well</b>	39 %	38 %	42 %	43 %	36 %
<b>This is a no brainer – hard to achieve but vital</b>	35 %	29 %	44 %	30 %	34 %
<b>Information to data allows us to manage our business risks better</b>	27 %	26 %	31 %	27 %	24 %
<b>We have this facility already</b>	26 %	44 %	19 %	14 %	29 %
<b>We struggle to get up to date data which means important decisions are delayed so clarity of information would be of great value</b>	19 %	3 %	27 %	19 %	20 %
<b>*Other</b>	2 %	3 %	0 %	0 %	5 %
<b>Base</b>	<b>178</b>	<b>34</b>	<b>48</b>	<b>37</b>	<b>59</b>

\* The supply chain has shortened massively making real time information essential; We are just implementing a new ERP system; We have a single customer at most sites - to maintain operations we have to be customer focused every minute of the day as the customers needs change we must flex to give what is required.



**You don't believe that clarity of information will improve your organisation's chances of surviving and then thriving through the downturn. Why do you say that?**

Base: respondents whom answered q13 '1' or '2'

	Total	250 to 500	500 to 1,000	1,000 to 3,000	More than 3,000
<b>We need much more help than just clarity of information</b>	<b>32 %</b>	17 %	33 %	29 %	50 %
<b>We are a million miles from achieving this goal so it will never benefit us</b>	<b>27 %</b>	33 %	33 %	43 %	0 %
<b>I don't have enough information about the benefits</b>	<b>27 %</b>	50 %	33 %	14 %	17 %
<b>I don't believe we can ever achieve clarity of information because of the sheer volume of data we have to contend with</b>	<b>9 %</b>	17 %	0 %	0 %	17 %
<b>*Other</b>	<b>18 %</b>	17 %	33 %	14 %	17 %
<b>Base</b>	<b>22</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>6</b>

\* Given the volume of data available to us, real time availability of this data may not be ideal for decision makers; We have sufficient clarity already; We have what we need.

