

Rethink ABM

Is market research driving your marketing?



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Client Listening Framework

Success factors

Strategize

The organization's position on conducting client listening programs

The role of marketing in conducting client listening programs

Execute

The approach the organization is taking in gathering insights

The approach the organization is taking to designing and executing research efforts

Disseminate

The process the organization is using to disseminate analysis and results

Client feedback's role in drive marketing activities and business decisions

Measure

The approach the organization is using to measure the impact of client listening programs

The methods used to ensure continuous improvement in client listening programs

Maturity

4

Embed

Strategic focus, high impact

3

Engage

Focused involvement, expanding impact

2

Enhance

Some involvement, limited impact

1

Emerge

Very limited commitment

CLIENT LISTENING FRAMEWORK

Strategize

	Emerge	Enhance	Engage	Embed
The organization's position on conducting client listening programs	Typically, my organization does not conduct research with our clients; my organization does not value this feedback	We conduct ad hoc research with clients and prospects when asked	We conduct research before any significant product/service investment is committed; our research efforts are based on a trigger (e.g. to support product launch, project request, new market)	Research is embedded in our culture; our organization appreciates the value of third-party research, and we have a systematic approach to conducting research as part of our decision making
The role of marketing in conducting client listening programs	Marketing is not involved in client listening program efforts	Marketing is typically aware of research efforts, but not actively part of the design or execution	Marketing has input to the research, but defers decisions to other departments/colleagues (e.g. client experience, sales)	Marketing is actively involved in designing, executing and implementing the study

CLIENT LISTENING FRAMEWORK

Execute

	Emerge	Enhance	Engage	Embed
The approach the organization is taking in gathering insights	There is no input from our clients	The client-facing employees (e.g., business development, customer service) share their perspectives based on their personal interactions with clients; it is ad hoc and word of mouth	Clients are periodically invited to share their experiences in a qualitative and/or quantitative manner	We have formal qualitative and quantitative programs to gauge client feedback and satisfaction at regular intervals
The approach the organization is taking to designing and executing research efforts	We rely solely on internal resources to design and execute studies	We seek advice from external consultants to design our research, but execute and analyze the results internally	We seek advice from external consultants to design and execute studies because of their objectivity and/or knowledge of research best practices, but interpret the results ourselves	We rely on external consultants to not only design and conduct the research, but to draw unbiased conclusions and provide actionable recommendations

CLIENT LISTENING FRAMEWORK

Disseminate

Take the assessment



Emerge

Enhance

Engage

Embed

The process the organization is using to disseminate analysis and results

We have no formalised process for disseminating the results

The research and insights are shared with the team that requested the research

There is a process in place where the results are shared with relevant stakeholders and they determine who on their team to share the information with

There is a defined process for sharing data to relevant stakeholders and their teams (e.g., senior management, the board, the client-facing employees)

The approach the organization is taking to designing and executing research efforts

We rely solely on internal resources to design and execute studies

We seek advice from external consultants to design our research, but execute and analyze the results internally

We seek advice from external consultants to design and execute studies because of their objectivity and/or knowledge of research best practices, but interpret the results ourselves

We rely on external consultants to not only design and conduct the research, but to draw unbiased conclusions and provide actionable recommendations

CRB



RQI



CLIENT LISTENING FRAMEWORK

Measure

Emerge

Enhance

Engage

Embed

The approach the organization is using to measure the impact of client listening programs

We do not have a measurement approach or KPIs in place

We know the programs help but cannot quantify their impact; we rely on anecdotes from clients and the account teams

We repeat the study on a regular basis and measure the variance from previous results

We repeat the studies on regular basis and measure increases in revenue, retention and relationships as a result of listening to our clients

The methods used to ensure continuous improvement in client listening programs

We do not currently have an approach in place

We occasionally review our client listening processes based on internal and external feedback

We have a formal review cycle to update and improve our client listening processes on a regular basis mainly based on internal stakeholder feedback

Continuous improvement is embedded in our culture; we have a formalized process in place where program updates and innovations take place based on client and internal stakeholder feedback as well as best-practice insights.

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RQI



Take the assessment

