

PREDICTIVE BEHAVIOR:

ANSWERS FOR BUSINESSES
WITH BURNING QUESTIONS

VALUES AND EMOTIONAL RESONANCE DATA
ANALYZED, FORMALIZED & STRATEGIZED

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I. Introduction

Marketing & Assessment Research Minus the Misery and Mystery

Burning Questions. Every business has them. Questions that, if answered, will bring significant positive change. Getting the answers can be difficult, but predictive behavior analysis in marketing research, corporate function assessment, and employee evaluation can:

- Uncover customer insights, proving why customers buy.
- Synchronize company response to best capitalize on customer buying insights.
- Identify best employee attributes for personality, values and emotional intelligence to build ideal, core value centered teams.

The result can be a total alignment of the values of the people that make the business; customers, leadership and employees.

Many businesses that have invested in marketing and assessment research studies in the past, have encountered difficulties with ineffective use of data and even a total lack of action. Whether it was the cost or length of time to complete studies, an enormous amount of data, or lack of planning and guidance around data, the investment proved to be questionable.

For businesses that know the value of high-level research, but also have concerns about practical difficulties, there must be set standards for measuring return on the investment, delivering actionable data speedily with strategic analysis, and making strategic steps clear and manageable. Predictive behavior analysis can bring to light these solid expectations, eliminating the problems other studies have created or included.

It is not easy for business leaders to single-handedly find every hidden opportunity in the market or within the organization. This paper discusses a methodical system that plumbs the depths of business opportunity using predictive research and assessment methods to align why customers buy with how to best support the why internally, and who the best team members are to do it.

II. Customer Emotional Data & Strategy

There is a data set that companies generally do not use that is critical to marketing, sales and growth success. Emotional Data.

Emotional data reveals what other data cannot. For example, behavioral analytics are valuable but only to the degree that they measure who, what, when, where and how; they cannot measure WHY.

A predictive behavior study enables companies to understand the emotions, motivations and preferences in the minds of existing and potential customers, i.e., WHY they buy.

The specific goal is to develop the “Burning Questions” that are most pertinent, i.e., establish objective concepts to test, determine the required data, and identify tactical questions for a comprehensive survey-style study.

With data collected, qualitative and quantitative data must be segmented to discover which concepts, trends, and messages are most important to targets. This information will reveal a series of high-level outcomes that will influence future initiatives, solidify communication and establish parameters around future campaigns and initiatives.

III. Burning Questions - Emotive Responses - Predictive Behavior

Hindsight is a costly form of marketing research.

With predictive behavior modeling, brand communications and messaging strategy fall directly in line with what customers are feeling about the brand, as well as products and services. Study results reveal the concepts and messages that are most emotionally resonant together with media channels that matter most. This way the most mathematically effective solutions to messaging goals are made abundantly clear.

High level Burning Questions are carefully crafted to appeal to customer emotions in order to yield qualitative and quantitative data and may include concepts such as

- Is the brand communication in-line with the messages that customers want?
- What can be done to differentiate the company from competitors?
- What is the most effective message and medium to convert a potential customer?
- What kind of marketing and advertising efforts should be engaged?
- What is the easiest way for the new product or service to get traction?
- What messages are most emotionally resonant with customers?
- Which segments, roles or industries are most likely to buy?
- What if multiple decision makers assign value according to their unique and different roles?
- Why is the new product not selling as expected?
- What mediums would be most mathematically effective with marketing and advertising spend?

These are burning questions many businesses find impossible to answer. But Burning Questions must have answers, otherwise marketing strategies are at high risk of missing the mark.

IV. Corporate Function & Leadership Assessment

Company Culture Fulfills the Customer's WHY

Supporting the new evidence revealed by answers to Burning Questions is the natural next step to best fulfill the customer's WHY. With customer predictive behaviors quantified and qualified, internal questions must be asked by senior leadership:

- Do we agree on where we are going for the next 10 years?
- Do we know the goals that we must accomplish to achieve this common vision?
- Do we know who is accountable for each goal?
- Are goals based on a complete assessment of the current state of the organization?
- Does the assessment include alignment of leaders on our key priorities and goals?
- Are our teams built with the right people?

These and other questions fundamentally boil down to one of Culture, which, of course must be in a constant state of 'building and maintenance' mode, as an ongoing priority.

The right culture protects the freedom of employee feedback, provides and measures coaching, moves mountains with motivations, seeks to understand and resolve conflict and more, by discovering what people are thinking and by communicating expectations with formal prioritization. It seeks an environment where each team member knows himself and leadership works cohesively with each other and with employees based on relationships that are seen as dimensional and trusted.

A company's successful, trusting, positive culture begins with a well-defined philosophy of leadership. And the philosophy is correct if it yields teams that can function and adapt with a palpable altruism, trust, and relationship strength that undergirds the vision, mission, and purpose, as well as fulfills the core values of the company in conjunction with its value proposition and value promise.

The perfect inspiration to building this environment is knowing, with precision, WHY customers buy. It sets the tone for strategic team building, because it provides undeniable proof of where the company must go.

Organizations must have leadership that knows its people and its 'stuff' while consistently maintaining the guiding principle: A Target Market's Emotional, Motivational and Preferential Purchase Reasons Must Be Aligned with Internal Company Support of that Knowledge. This requires the external predictive marketing assessment to be followed by an internal assessment that takes the organization into consideration as a whole.

An assessment must seek to create an actionable plan that consistently filters such debilitating issues as cynicism and chaos, personality conflicts, communication breakdown, fractured vision of purpose in fulfilling the company's Value Promise, and more. It must replace these with a Core Values Culture where roles and responsibilities, policies and procedures, and training and development, pivot on the culture of the organization, and leadership is able to choose people who make up capable teams that recognize and support the customer's WHY.

A senior leadership team will gain significant benefit for organizational performance by taking three prudent steps.

1. Conduct a strategic business performance assessment survey of the entire organization, followed by an appraisal of overall alignment and readiness.
2. Help the sales, delivery, customer service and other representatives to gain a greater understanding of how their own leadership styles and personalities impact the group dynamics and the team's performance.
3. Identify the specific training requirements for the organization to ensure alignment with the management strategy that has been implemented.

From the customer's perspective, this is called keeping the Value Promise. It produces tangible evidence to the customer that his or her values and the company's core values are aligned and virtually joined at the company's value promise, which is seen as a reality, by virtue of the customer's experience.

Internal Burning Questions should be regularly asked, such as:

- Does every team and team member know precisely WHY the customer buys?
- Is this knowledge enabling R&D to communicate regularly and effectively with marketing?
- Does this knowledge enable marketing and sales to work in unison?
- Are the appropriate leaders, managers and staff known not only for their skills but also their personality and character traits that make them the perfect fit for their roles?
- Are we, in fact, fulfilling our Value Proposition & Value Promise?

These and other questions will be asked consistently as a result of the right leadership philosophy; one that creates a 'Training & Leadership' way of life, and instills invaluable characteristics and skills that support the leadership of others, a persistence and drive to win, integrity, and the importance of clarifying each person's contribution to the overall mission.

V. Best Built Teams, One Rank-Ordered Individual at a Time

Integrated Employee and Hiring Benchmark Evaluation in Support of WHY

From the customer's WHY to the Team's support functions, the brand alignment process finds its way to the individual employee. And when it comes to hiring and maintaining the top employees, hindsight is again at issue.

The end of an employee engagement is often the time when HR and managers can measure employees objectively and juxtapose company core values to the employee's human attributes, enabling them to recognize the best to worst employees based on established expectations. But it's obviously too late then.

A valuation model for decision making, based on quantitatively rank-ordered data, transforms subjective inference into objective benchmark measurables based on:

- Company Core Value/Occupation Evaluation Matrix
- Management and Employees Matrix
- Peer Evaluations

By combining qualitative and quantitative measures via evaluation instruments and algorithms, companies can define the personal attributes necessary to best fulfill the job or role ideals specifically in conjunction with core values and weight them by importance in a reliable and repeatable manner. For example, if core values include 'On-Time Delivery' and 'Consultative Sales & Service', then a management and peer evaluation should be able to reveal the individuals who consistently deliver these actions and results, and rank-order them with independent scores.

A deep and objective insight into the personality, characteristics, values, emotional intelligence, and skills necessary for the best employees to thrive, enables HR to recognize and reward the best new hires and top employees based on established expectations as an integrated approach utilized from pre-employment throughout employee longevity.

This approach saves time and money with effective team building, identifying training opportunities and by precluding the investment normally made on potential applicants and new hires who eventually reveal that they are not a good fit for the company.

VI. Individual Assessments & Evaluation

Company Culture Fulfills the Customer's WHY

There is a high correlation between assessments, evaluation matrices, and peer evaluations.

Leadership discovers this fact upon review and comparison of manager's assessments with employee's assessments and peer evaluations, and after reviewing personality and emotional intelligence/value assessments.

The object is to establish a default benchmark based on the determined and identified factors that are most important to the company and providing a "mapping" between current employees and potential hires.

The process should integrate a qualitative and quantitative rank-order for employees, so that Management can see behind-the-scenes interactions and perceptions they have not seen before, especially with perceived and actual 'top' and 'most-in-need of improvement' employees.

Furthermore, a rank-order benchmarking process provides a means to rank order the middle tier (i.e. 25% to 75% percentile) which cannot be done consistently and coherently with a qualitative approach.

VII. Conclusion

As most businesses strive to succeed and grow, there is a persistent elephant in the room. The elephant is generally not apparent without a view from the proper vantage point. When the right external and internal data are properly aligned, suddenly the elephant is not only staring directly at the team, it's also begging to be dealt with.

The often unseen facets of an organization can be assessed for how they support the brand, its position within the market and the ideas it conveys to those who rely on it. The first and final question is always one of Continuous Improvement. Honing a company's internal support of its brand will be achieved by assessing why customers buy, together with removing constraints from its core functions, processes and people to support that WHY. The proof of alignment is found in the increased ROI generated by a target market that knows that it knows the truth about what the brand promise is, by virtue of how that promise fulfills their WHY.

When team members and core functions are not in line with how the target markets perceive the brand, customers go unfulfilled in some way. By starting with WHY, the work to achieve measurable improvement will become evident, manageable and fruitful.

Behaviors are predictable when we understand WHY customers buy, HOW teams can work better, and WHO the best team members are. This alignment of what are ultimately values, refines and defines brand and yields a new level of measurable success.

VIII. ABOUT THEOREM



Theorem is a marketing research and managed marketing services firm that offers and manages a complete brand alignment research program. Throughout each study phase, Theorem brings true brand alignment to the table by directing the collaborative process of developing goals and study questions, managing all sessions and events, analyzing the evidence, and presenting a final report and executable plan. The results will prove what resonates with your customers, how to best build your teams and define your best people. And increase ROI.

Our simple but highly accurate research study process can be completed in 60 - 90 days. Afterward, we will provide reporting, ideation, and strategy with an actionable checklist of next steps to turn the study results into reality.

What would a modest percentage increase in revenue mean to your company? We believe that conservatively targeting a small percentage increase in revenue, tied directly to the study results and the execution of a study-based plan, is a significant but achievable result that can be measured by YOY comparisons, sales results, training and hiring practice changes, and other potential concepts yet to be revealed by the studies. It is achievable for those that focus on study results and the execution of a study-based plan.