



influencing corporate value one voice at a time

VOICE OF THE CUSTOMER MARKET RESEARCH

OVERVIEW

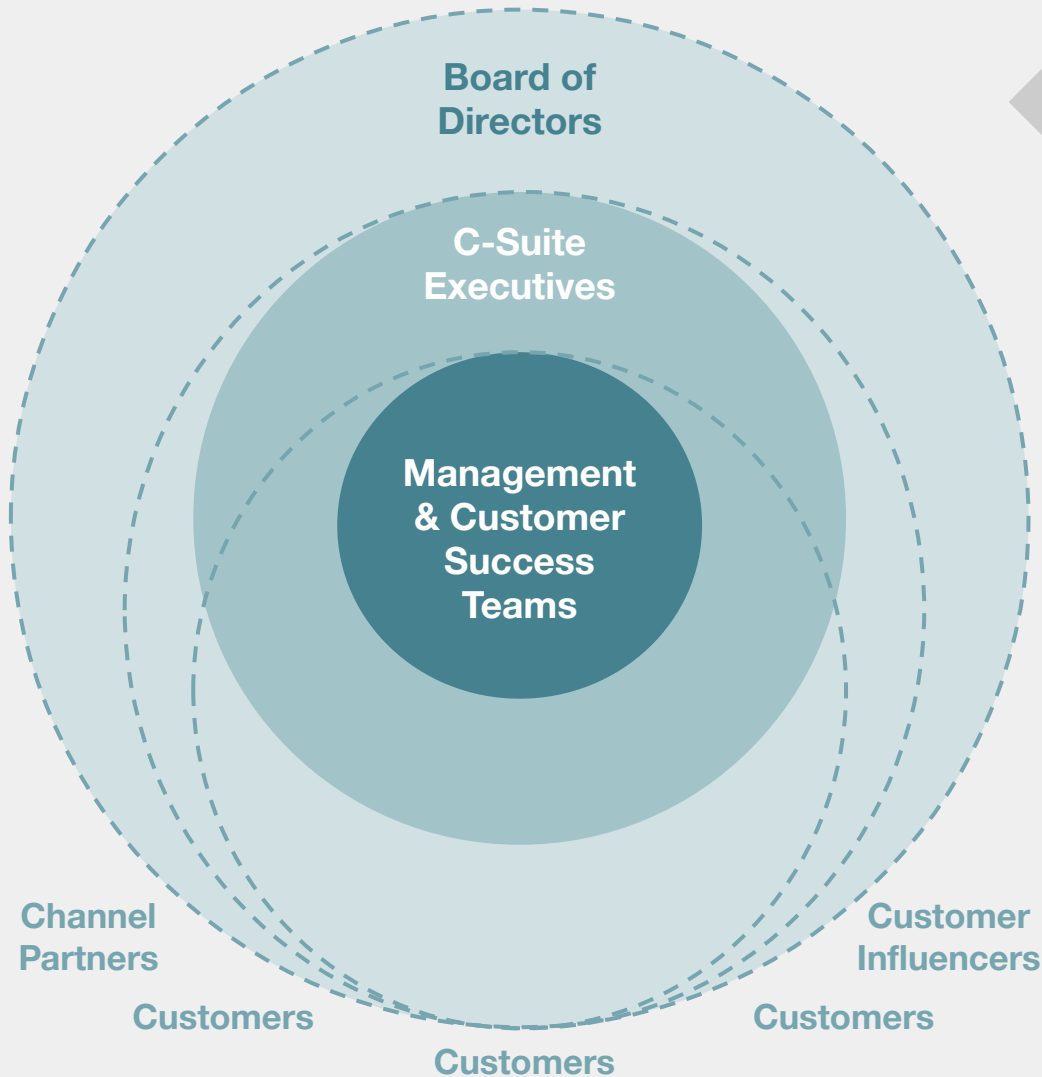
FROM THE FIELD TO THE BOARD ROOM

commercial diligence
market expansion
brand and messaging strategy
go-to-market strategy

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Bridge your intelligence gap



By understanding what customers value at all organizational levels, you will uncover new ways to build stronger, more profitable sales and operations organizations

Opportunity Checklist

- ✓ Know your customer
- ✓ Build relationships
- ✓ Build partnerships
- ✓ Predictable revenue
- ✓ Sell more stuff
- ✓ Sell more services
- ✓ Increase profit
- ✓ Amplify market share
- ✓ 360° market intelligence

Accelerate the Flywheel

with predictable sales, customer-centric culture, better messaging

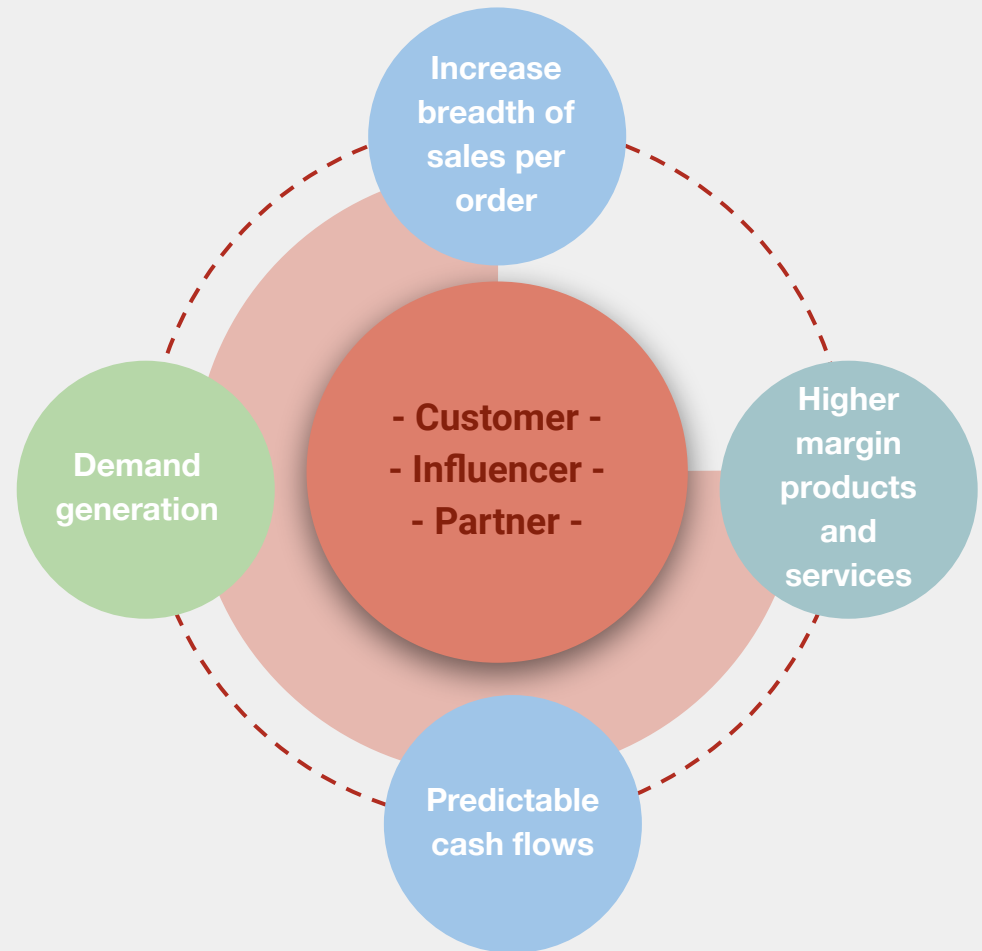


Valuation

preparing a business for sale
commercial due diligence
post-acquisition alignment
annual strategic planning

Marketing

brand strategy
value proposition
market messaging
new product development





Key objectives for initiating a VOC



Be Curious

by engaging customers' emotions to find out "the why"



Identify

where to gain greater share of wallet, increase market share



Illustrate

how pre-sales and post-sales events drive higher returns and create value

Build a customer-driven go-to-market road map if you are

- **preparing** a business for future sale
- **integrating a new business** post-acquisition
- **developing brand and messaging** language
- **innovating or developing new products** or
- **strategizing** annually to **increase profit.**



NEW PRODUCT DEVELOPMENT

Objective. P/E firm to determine if investment in new product will be accepted by marketplace.

Actions. Blind discussions with engineers and contractors to determine criteria for specifying a newly certified product.

Outcome. Management garnered investor approval to invest in the development of a an adjacent product category.

ACQUISITION COMMERCIAL DILIGENCE.

Objective. Commercial diligence in final stage of P/E acquisition (various).

Actions. Provided voice of the customer and supply chain among warm contacts, cold contacts and industry experts. Outlined key risks and opportunities.

Outcome. Acquisition approved. VOC report used for 100-day post integration planning, sales team follow-up and leadership decisions.

GO TO MARKET.

Objective. \$1B logistic company looking to commercialize and scale its 3PL SaaS platform.

Actions. GTM value creation roadmap identified market opportunity, discovered customer needs and recommended staged growth approach..

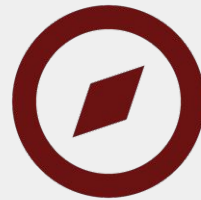
Outcome. Management garnered investor approval to restructure and resource the new venture.

NEW MARKET SECTOR EXPANSION.

Objective. \$1B fluid transport OEM, subsidiary of a multinational, is preparing for expansion, acquisition and sector growth.

Actions. Conducted field research among ten target sectors and across the supply chain to build value chain, GTM framework, and mapped prioritizations..

Outcome. New resources tasked with market entry; Literal North and partner completed Phase II sector-specific field outreach.

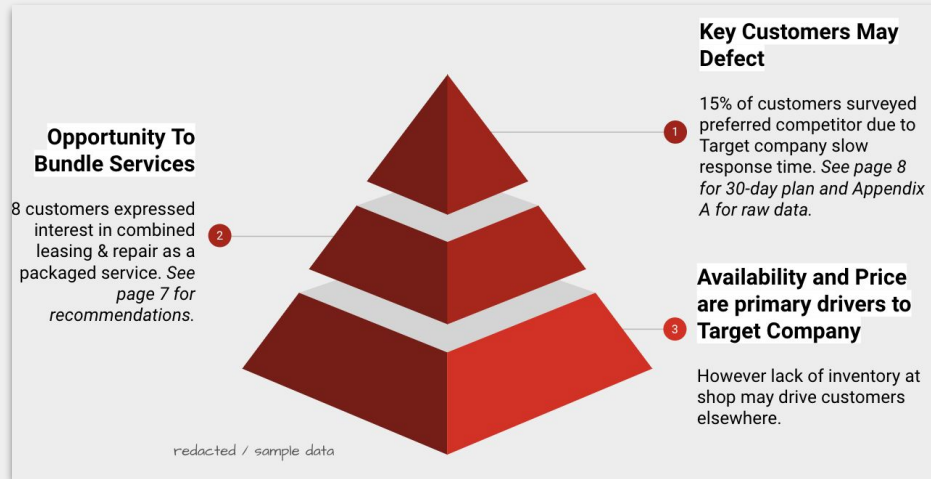


WHAT TO EXPECT

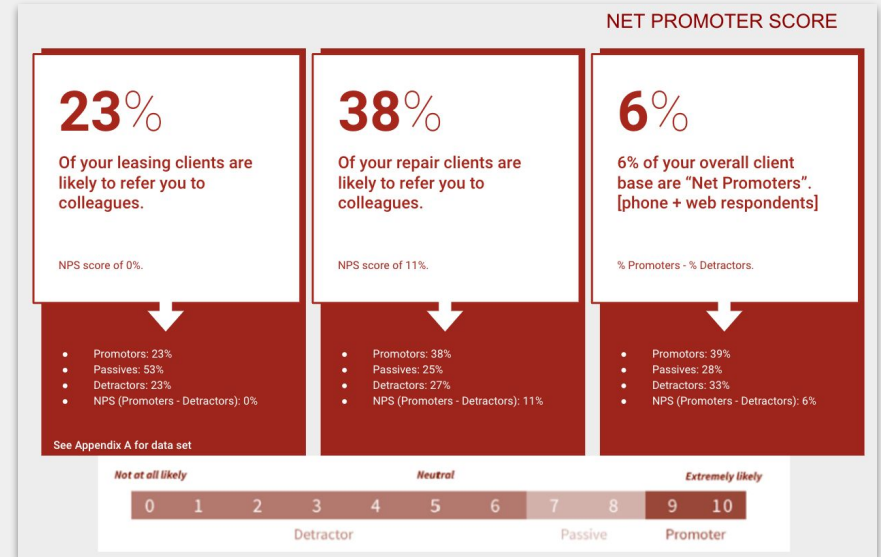
Voice of the Customer / Market Research

VOC Deliverables

Risks + opportunities

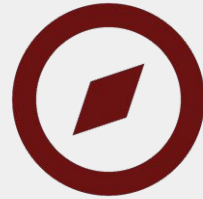


Relationship audits and Net Promoter Score



Contract Renewal Pipeline

	Shipper1	Shipper2	Shipper3	Shipper4	Shipper5	Shipper6	Shipper7	Shipper8	Shipper9	Shipper10	Shipper11	Shipper12
Likely to renew		x			x	x		x	x	x	x	
Under review				x								
Depends on wear	x						x					
Not likely												x
Swap cars					x		x					
No lease			x									

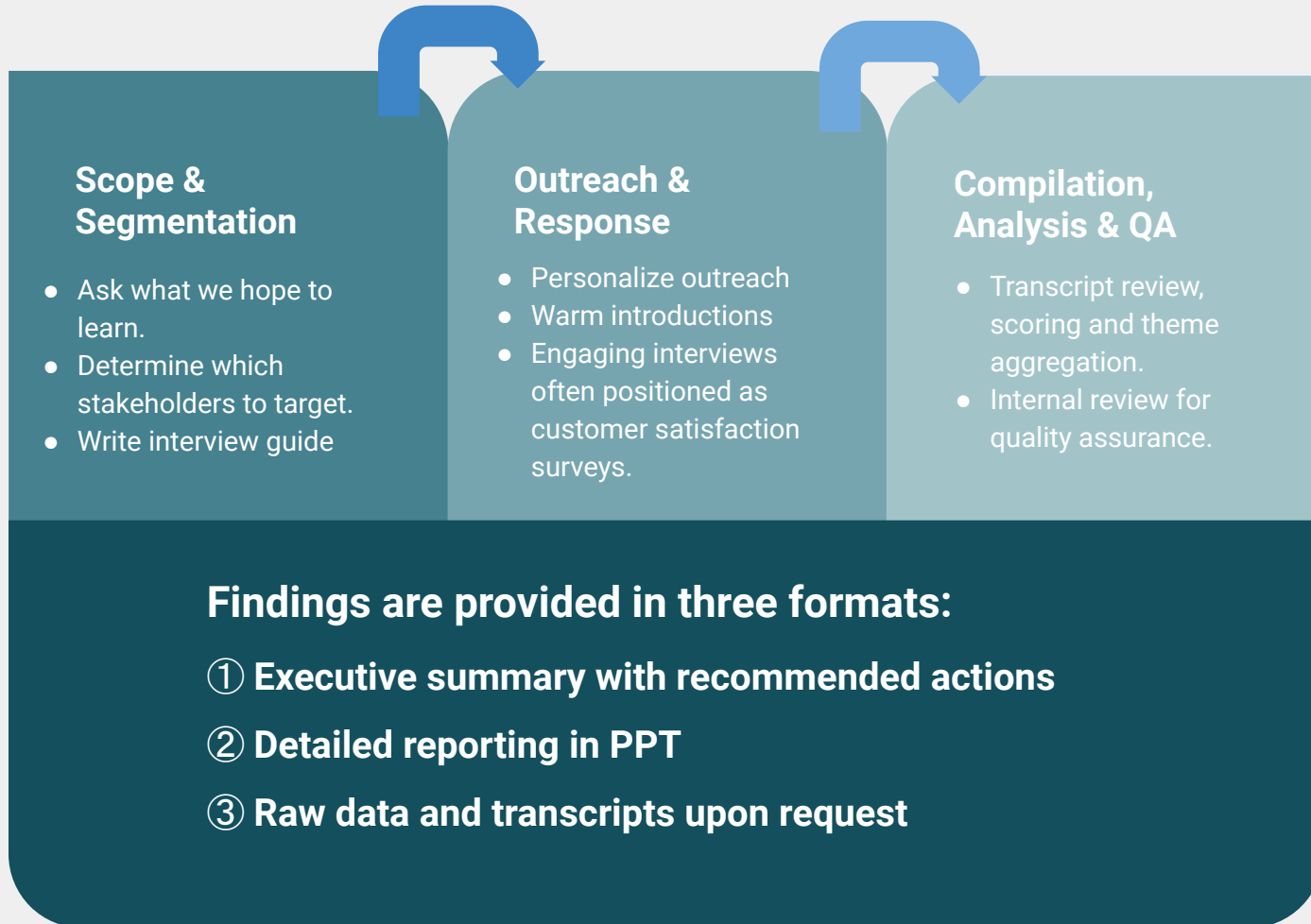


How We Work for You



Process

Scope | Outreach | Analyze



Process

Project stages & resourcing

Phase	Step	Week		
		1	2	3
Phase I Pre-Close	Identify goals, determine segments	■		
	Develop interview guide(s)	■		
	Select interviewees	■		
	Build report strawman	■	■	
	Warm introduction from Management	■	■	
	Conduct interviews	■	■	
	Deliver interviews as completed	■	■	
	Draft report		■	
	Draft executive summary		■	
	Final report and data files			■

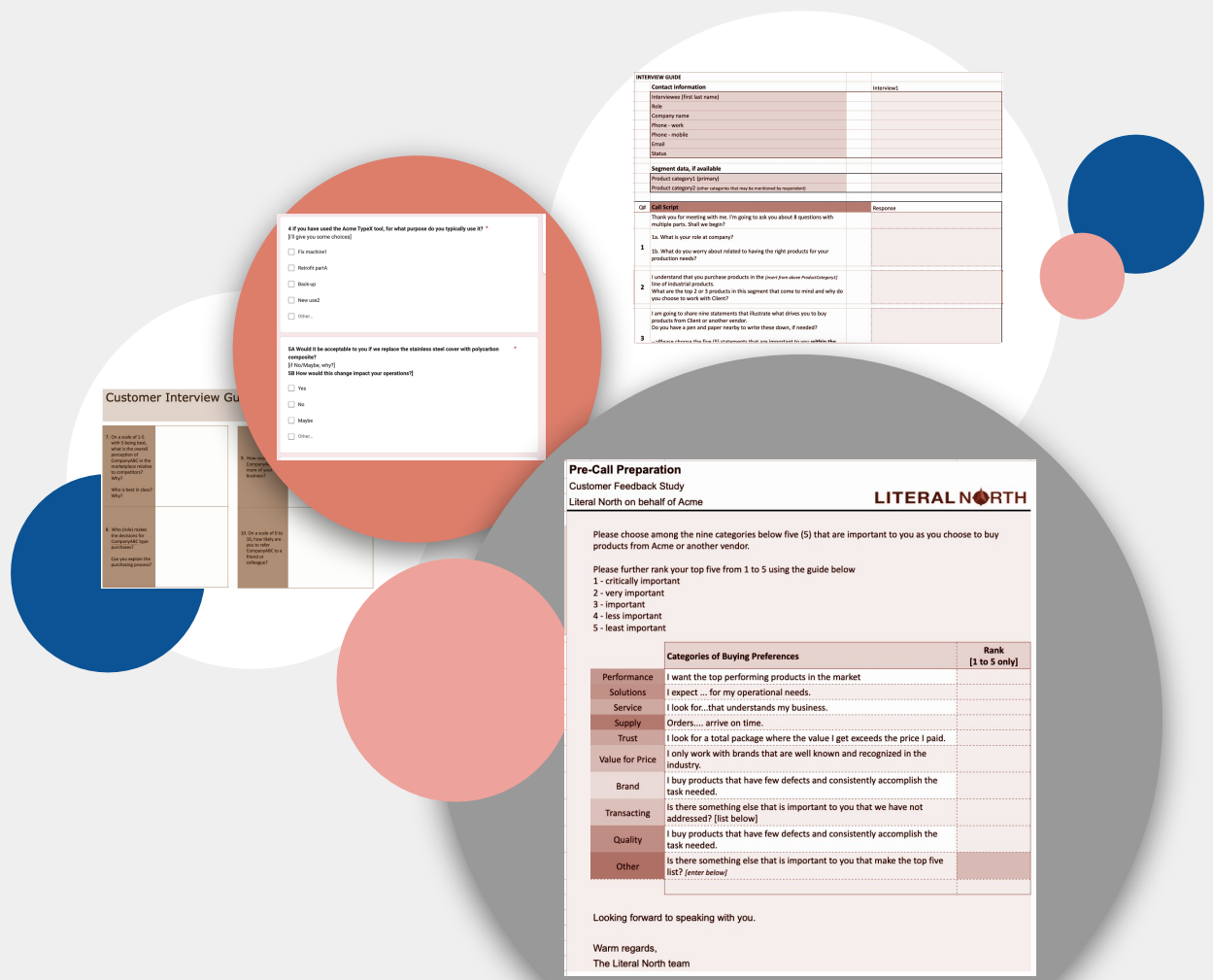
- **Professional fees.** Fixed at standard Literal North rates
- **Expenses.** Travel and related expenses, if any.
- **Invoice Schedule.** 50% at start, 50% upon report submission.

	Team Members	Role	Average Time Commitment
Client	• tbd	• Project Sponsor	5 hours per week (likely more in Week 1)
LITERAL North	• Nicole Lev Ross, Managing Director	• Project facilitation and execution, conduct high priority interviews, synthesize results	5 days per week
	• Senior Research Analyst	• Conduct interviews	As interviews are scheduled

Our Process

Bespoke interview guides

Strategic planning, negotiations, and post-deal action plans have been enhanced by our results.



INTERVIEW GUIDE

General Information	Interviewer
Interviewee (First last name)	
Role	
Company name	
Phone - work	
Phone - mobile	
Email	
Status	
Segment data, if available	
(Product category) (if relevant)	
(Product category) (other categories that may be mentioned by respondent)	

Or Call Script	Response
Thank you for meeting with me. I'm going to ask you about 8 questions with multiple parts. Shall we begin?	
1a. What is your role at company?	
1b. What do you worry about related to having the right products for your production needs?	
1c. I understand that you purchase products in the places I've shown above. Product(s) used?	
2. How do you use the top 3 products in this segment that come to mind and why do you choose to work with Clave?	
3. I am going to have nine statements that illustrate what drives you to buy products from Clave or another vendor. Do you have a pen and paper nearby to write these down, if needed?	
3 ...Please checkmark the box (X) statements that you intend to use within the...	

4. If you have used the Acme Typist tool, for what purpose do you typically use it? [3 give you some choices]

Fix machine!

Refill! part!

Break-up

New unit!

Other...

5A. Would it be acceptable to you if we replace the stainless steel cover with polycarbonate composite? [3 tick/checkbox, why?]

5B. How would this change impact your operations?

Yes

No

Maybe

Other...

Customer Interview Guide

7. On a scale of 1-5, with 1 being most important and 5 being least important, how important is the transportation service (logistics) to you?

Who is best to contact?

8. Who do you use for the services that you need? (List below)

Can you explain the purchasing process?

9. On a scale of 1-5, how do you rate the quality of the service you receive from your current supplier?

10. On a scale of 1-5, how do you rate the quality of the service you receive from your current supplier?

Pre-Call Preparation
Customer Feedback Study
Literal North on behalf of Acme

LITERAL NORTH

Please choose among the nine categories below five (5) that are important to you as you choose to buy products from Acme or another vendor.

Please further rank your top five from 1 to 5 using the guide below

1 - critically important
2 - very important
3 - important
4 - less important
5 - least important

Categories of Buying Preferences	Rank [1 to 5 only]
Performance: I want the top performing products in the market	
Solutions: I expect ... for my operational needs.	
Service: I look for...that understands my business.	
Supply: Orders... arrive on time.	
Trust: I look for a total package where the value I get exceeds the price I paid.	
Value for Price: I only work with brands that are well known and recognized in the industry.	
Brand: I buy products that have few defects and consistently accomplish the task needed.	
Transacting: Is there something else that is important to you that we have not addressed? [list below]	
Quality: I buy products that have few defects and consistently accomplish the task needed.	
Other: Is there something else that is important to you that make the top five list? [enter below]	

Looking forward to speaking with you.

Warm regards,
The Literal North team

The LITERAL North Team leads

our associates
are looking
forward to
listening to
your
customers

Nicole Lev Ross, Managing Director, founded Literal North, a strategic market intelligence consulting firm to support companies in identifying new avenues for growth among their most meaningful assets: their customers. Literal North brings the voice of the market from the field and into the boardroom revealing: what customers want and need from their business relationships, how customers experience subject products and services, and why customers make choices. We work across all industries in B2B and non-profit. Nicole, has a corporate and acquisition strategy background working with Fortune 500 companies nationally and internationally. She has spent thirty years as a successful executive, entrepreneur and consultant covering middle-market industrials, B2B and SaaS businesses. Nicole holds an International M.B.A. from The University of Chicago Booth School of Business and a B.B.A. in Finance and Latin American Studies from The University of Iowa. She studied at Fundação Getulio Vargas in Brazil and La Universidad de las Américas in México and has worked in New York, London, São Paulo and México City. While fluent in Spanish and conversational in Portuguese, Literal North has a global network of native language speakers.

Philippa Djemal, Research Lead. Philippa sources and conducts interviews among internal stakeholders, customers and supply chain partners. She brings her client expertise having previously worked in London, UK at: IMD UK Ltd, a digital media company, as director of operations leading a large team devoted to exceeding customers' expectations in addition to other roles as new accounts supervisor at a creative agency and marketing associate for Close Wealth Management. For over seven years, Philippa has led a committee for Families Helping Families Chicagoland. Philippa holds a B.A. (Hons) degree from Southbank University London.

Mary Roberts Henderson, Research Consultant. Mary Roberts Henderson is a public relations and marketing communications consultant experienced in healthcare, financial services, technology and professional services. Mary works with our clients to understand business goals and opportunities, and then develops and executes marketing and PR campaigns to achieve those goals. Mary excels at eloquently conveying complex subjects and crafting on-point messaging.

Melissa Uhlig, Research Associate. Melissa conducts interviews, sources contacts using our proprietary database. Melissa is particularly empathetic to needs of B2B customers and supply chain partners. Her interest in listening is rooted in past roles as a safety medical sales executive and as an educator. Melissa is fluent in Spanish, holds an M.S. in Education from DePaul University and a B.B.A. in Marketing and Communications from The University of Iowa.

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**Ready to leverage insights from your clients,
partners, vendors or competitors?**

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