

	REQUIREMENT	WHY IT MATTERS	YOUR ASSESSMENT	TOP LEVEL ACTIONS	COMMENTS/SPECIFIC ACTIONS
<b>Proposition</b>					
<b>Addressable Market</b>	The company has a product/service that addresses a real problem/need/aspiration in large addressable market.	Success at scale requires a large, addressable market.			
<b>Market Clarity</b>	Key leaders share a common view of the market(s) the company targets.	Agreement on target markets maximises productivity and effectiveness.			
<b>Business Model Alignment</b>	The business model reflects the value proposition.	Business model and proposition underpin the ability to reach and scale profitability.			
<b>Lifecycle Personas</b>	Target customers are defined in detail and used across the customer lifecycle.	Company wide personas minimise duplication of effort and is essential to driving common messaging and a coherent experience.			
<b>Product</b>					
<b>Market Fit</b>	The product being offered/considered meets a clearly defined need in the target market.	Without a clear fit, a scalable business is impossible.			
<b>UI</b>	The product is easy to use with minimal training and on-boarding.	Ease of use and attractiveness are key drivers of sales and retention.			
<b>Functionality</b>	The product delivers the key outcomes required by the target personas.	Critical to delivering the value that underpins sales and retention.			
<b>Integration</b>	The product can integrate with other systems without significant technology intervention.	Collaboration is essential for customers; systems therefore must be able to interoperate easily.			
<b>Customer Acquisition</b>					
	The company can reach its target market(s) cost effectively and has the strategies in place to do that at scale.	Profitability demands customer acquisition costs that are less than customer lifetime value.			
<b>Pricing</b>					
<b>Simplicity</b>	It is easy for customers to understand the price they will pay.	Uncertainty about costs significantly raises customer's perceptions of risk when making a purchase decision.			
<b>VFM</b>	The customer believes they pay a fair price for the product/service.	Customers must see value in what they are buying.			
<b>Competitor Intelligence</b>	The business understands its direct and indirect competitors and how it wins against them.	Sales need to be able to clearly explain why their product is better than the competition.			
<b>Customer Experience</b>					
<b>Customer Journey</b>	The company understands the issues, risks and aspirations facing buyers and customers and designs their processes accordingly.	Outside-in design underpins the ability to deliver customer value at all stages and therefore increases sales, retention and advocacy, which drive improved financial performance.			
<b>Single Customer View</b>	All data relative to a customer is available in an easily accessible, common location.	A shared view of the customer underpins the delivery of a good customer experience and significantly improves a company's analytics capability.			
<b>Cost To Serve</b>	Providing the complete customer experience can be done cost-effectively and has strategies in place to do that at scale.	Service models must reflect the value of a customer to ensure profitability.			
<b>Retention</b>	The company has effective strategies in place to retain and grow its chosen customers.	Retention and upsell are critical drivers of profitability and company value.			
<b>Metrics</b>	Metrics inform leaders, managers and staff about business performance and guide them in taking timely action.	What gets measured (properly) gets moved.			
<b>Staffing</b>	The company attracts, develops and retains the skills and behaviours needed to deliver performance today and in the future.	The best people with the right tools and support deliver results.			
<b>Leadership</b>					
<b>Grip</b>	Leaders have a deep understanding of the dynamics of the business and act to drive growth.	The ability to abstract themselves from the day-to-day is essential in shaping the company's future.			
<b>Enablement</b>	Leaders provide the tools, information, coaching and space to enable people to do their jobs.	Even the best people will struggle without the right organisational infrastructure.			
<b>Culture</b>	People enjoy their work, rise to their challenges and see themselves in the future of the company.	Culture shapes significantly the effectiveness of a company.			
<b>Finance</b>					
<b>Capital Structure</b>	The business can generate/attract sufficient cash to sustain growth.	Cash is king - without it you go bust!			
<b>P&amp;L Structure</b>	The business is spending in the right areas at the right levels.	Investments have to be designed to drive profitable growth.			
<b>Operating Model</b>	The business can model its key operating parameters to understand and guide growth planning.	Understanding the impact of changes to key operating parameters helps the business plan effectively.			
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