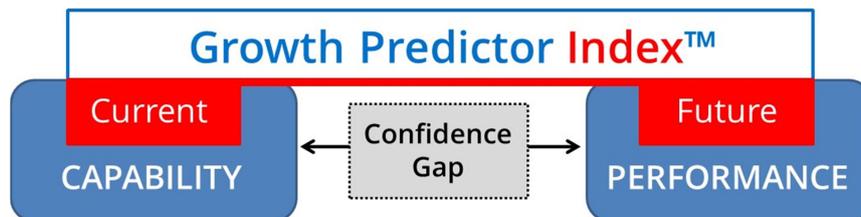


Benchmark Index Service

To take advantage of the rapidly changing business landscape, and avoid losing ground to competitors, CEOs need to be confident of their company's *capability to deliver growth into the future*. This means finding a way of measuring capability and its impact on future performance. Investors who provide growth capital will also gain insight from this measure.



The **Growth Predictor Index™** predicts a company's *future financial performance* by measuring the strength of its *current capability*. This is the driving force within a company that enables it to create new value, overcome obstacles, source new customers, retain existing customers and deliver commercial growth – effectively and consistently.

Benchmark Index – The starting point

The **Index** measures and analyses the strength of 5 crucial, co-dependent and measurable factors that determine a company's growth capability. Although each factor is proven to be a driver of growth on its own, the **Index** is a game-changer for ambitious companies and investors wanting to accelerate growth, because it measures the *collective strength* throughout a business of all 5 factors *in combination*.

Leadership – Underpins commercial performance at every level. The most effective leaders communicate a clear vision and translate this into meaningful objectives and plans for teams and individuals to achieve.

Entrepreneurial Mindset – Produces the desire to make a personal impact. This is expressed by employees being able to say: “There is something unique about me, and my contribution, that can make a positive difference to company performance.”

Risk and Reward – Links employee remuneration to personal and company performance. If done properly, this motivates everyone to achieve personal and collective targets.

Innovation – Is expressed as a focus on creating new ideas and products/services, adding new saleable value to sustain revenue and profit into the future.

Customer Focus – This is relevant both externally and internally. It relates to the delivery of a consistently high level of customer experience, which generates more revenue and profit.

Growth Predictor Index™

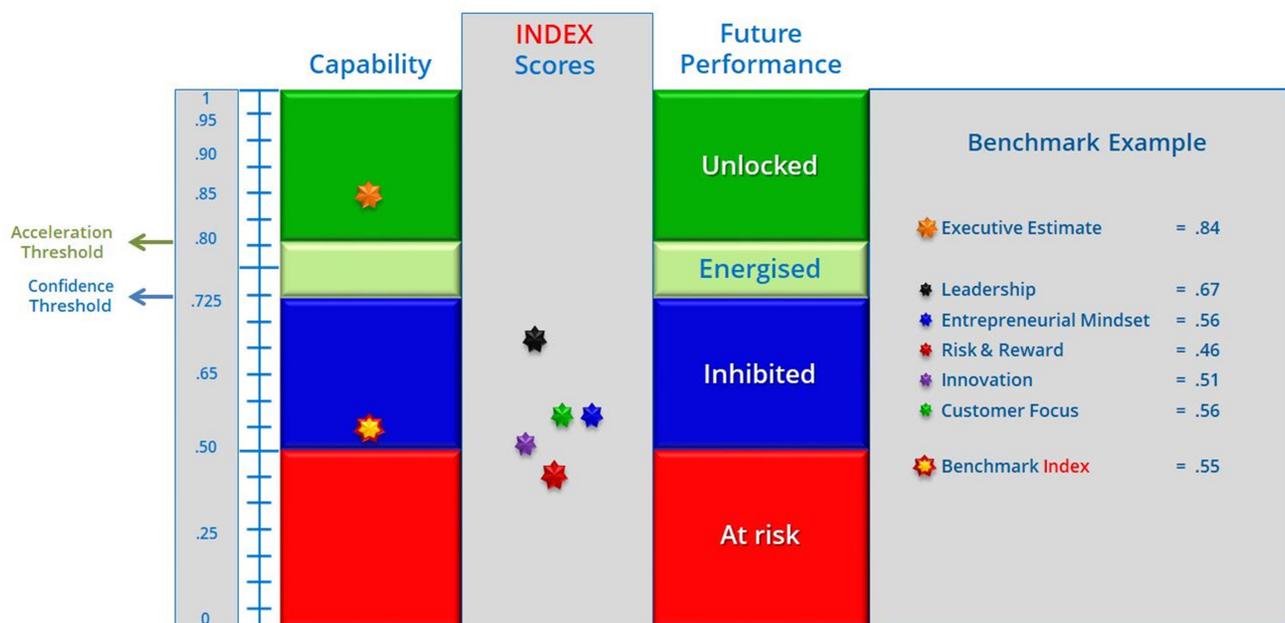
Insight that accelerates growth

The **Benchmark Index** measures and analyses each of these factors separately, and in detail, and combines the results to produce a clear **Index** score. This enables any future measures to be compared and contrasted with the original.

Data is gathered using 3 types of questionnaire, based on the types of employee being measured – one measures the leadership team, another is focused on team leaders and the last is directed at team members. The questionnaire structure, the analysis and the output reports were designed with the help of psychologists and OD consultants.

Benchmark Index – The model

All questionnaire data is analysed to provide a score for each factor and an aggregate **Index** score. The leadership team is asked to estimate the **Index** score, for comparison purposes.



The leadership team receives a comprehensive report company-level – this provides:

- A detailed breakdown of the benchmark scores (by factor) at all levels, and across all selected functions, plus an analysis of the critical factors influencing that performance.
- The identification of areas that are negatively impacting commercial performance.
- A guide to action to deliver the changes necessary to improve performance.
- A 'visual control panel' showing the levers that can be moved to impact commercial results.

All individual data is kept private and no-one sees anyone else's report. Each employee receives feedback on their scores and an indication of their potential to add extra value in their role, to support the business. All reports at a team or higher level contain aggregated, anonymised data.

The Process

- **Introduction:** A 2-hour introductory meeting with the Chief Executive (and ideally the leadership team) to discuss current business challenges and present the **Benchmark Index** concept.
- **Planning:** If a decision is made to go ahead, the target group is selected. This always includes the leadership team and an operational unit, including team managers at different levels of seniority and a number of front-line employees. We recommend a minimum of 50. The project then needs to be communicated to the employees taking part, to ensure it is positioned properly and that they are incentivised to complete and return the questionnaires.
- **Information-gathering:** This is done using questionnaires tailored to the seniority of the participants. They take no more than 30 minutes to complete.
- **Analysis and reports:** These are ready within 7 days of questionnaires being completed.
- **Feedback:** A post-report feedback session is conducted with the Chief Executive (and ideally the leadership team) and typically lasts 2 hours. It explains the key findings of the report and focuses on priority areas of concern. Separate feedback sessions are conducted with operational managers and staff as necessary. This focuses on 'unpacking' personal and team performance and its impact on company performance.

Deployment

A pilot **Benchmark Index** involves a sample, ideally a minimum of 50 employees including the leadership team, or 10% of the workforce, which provides an opportunity to see the value of the service. An extended **Benchmark Index** involves all employees. The extended **Benchmark Index** provides greater clarity, meaning and value.