Introduction to the 4 Stages of CI Maturity Model
Consumer/Customer insights ("CI") stages of maturity based on integration into business as well as influence and focus

Companies (%)

48%

Stage 1. Traditional market research provider
- Mostly tactical
- Focused on hindsight
- Service provider
- Order-taking without own budget
- Mostly Marketing scope
- Significant CI activities outsourced
- No / little ROI measurement

33%

Stage 2. Business contributor
- More strategic focus
- Focused on real-time and optimizing existing
- Collaboration with business
- CI with input; Line with decision
- Commercial functions
- Significant CI activities outsourced
- Inconsistent or qualitative ROI measurement
- Measurement by CI team

15%

Stage 3. Strategic insights partner
- Focused on strategic, real-time, and improving existing
- Trusted advisor for Line
- CI with knowledge base, points of view, and budget
- Cross-functional
- Significant CI activities outsourced
- Frequent quantitative ROI measurement of projects
- Measurement by internal team members outside of CI

5%

Stage 4. Source of competitive advantage
- Focused on foresight, innovative, and new launch
- Corporate leader
- Learning organization; significant budget and control
- Enterprise perspective
- Strategic CI activities in house
- Consistent ROI measurement and continuous measurement of continuous programs
- Agencies / firms used in measurement of CI ROI

Insight as a competitive advantage
The more advanced the CI organization, the more reported measurement of ROI and thus higher perceived satisfaction

Who measures ROI?

Percentage of all respondents

<table>
<thead>
<tr>
<th>Stage</th>
<th>Measure ROI</th>
<th>Don’t measure ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>34</td>
<td>-35</td>
</tr>
<tr>
<td>Stage 2</td>
<td>24</td>
<td>-48</td>
</tr>
<tr>
<td>Stage 3</td>
<td>50</td>
<td>-26</td>
</tr>
<tr>
<td>Stage 4</td>
<td>67</td>
<td>-11</td>
</tr>
</tbody>
</table>

Who measures ROI and what is the impact on satisfaction with ROI?

Respondents (%)

- Do not measure CI impact
- Do measure CI impact

CI provides a high ROI

Traditional

- +28%
- +28%
- Do not measure CI impact
- Do measure CI impact

Business Contributor

- Strongly agree
- Agree

Strategic Insight Partner

- 88
- Low “n”