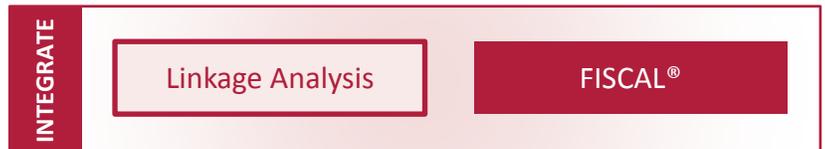# Linkage Analysis

## Improving Financial Performance Through Integrated Measurement and Analysis

In an effort to constantly improve their marketplace and financial performance, organizations engage in a variety of measurement programs that monitor and diagnose key success factors. In most

| INTEGRATE | Linkage Analysis | FISCAL® |
|-----------|------------------|---------|

organizations, such measurements typically take the form of survey-based customer engagement measures, internal, operational, and financial metrics. While these sources of data should be linked to each other with the over arching objective of optimizing an organization's performance, such linkage and integration is a rarity. Linkage Analysis helps firms align these individual sources of information by quantitatively linking financial and operational data to customer engagement levels and customers' perceptions of company performance.

## The Need for Linkage Analysis

Without Linkage Analysis, organizations continue to receive suboptimal decision support, despite extensive investments in various measurement programs. For instance, some companies reward themselves for improvements in customer engagement scores, even though these improvements may have little or no proven relationship with the financial success of the firm. Linkage Analysis can help correct such measurement myopia.

## What Are the Key Steps in the Linkage Analysis Process?

Along with the knowledge and application of advanced statistical techniques, a robust, customizable process is critical to successful linkage analysis. Before the actual analysis is undertaken to provide the firm with improved decision-making information, the process starts with:

- A customer-centric view of the organization (Blueprinting)
- A careful review and critique of current measurement programs (VoC Architecture Assessment)
- An identification of data available for Linkage Analysis (Linkage Readiness Assessment)

## What Are the Key Deliverables of Linkage Analysis?

- A summary of the presence, direction (positive / negative), and strength of relationship among various sets of measures
- A map detailing the relationships among customer, process, and/or financial measures that are supported by the data
- Estimation of the financial returns from undertaking various customer-centric initiatives

SINCE 1931
**Burke**

Reliable **Partners**. Smart **Solutions**. Trusted **Results**.