

Capabilities Study

Market orientation (1 = very poor – 5 = very good)	1	2	3	4	5
1. Our commitment to serving customers is closely monitored					
2. Objectives and strategies are driven by creation of customer satisfaction					
3. Competitive strategies are based on understanding customer needs					
4. Functions are integrated to serve market needs					
5. Strategies are driven by increasing value for customers					
6. Customer satisfaction is systematically and frequently assessed					
7. Managers understand how employees contribute to value for customers					

Managerial capabilities	1	2	3	4	5
1. Strong financial management capabilities					
2. Effective human resource management					
3. Good operations management expertise					

Customer-linking capabilities	1	2	3	4	5
1. Superior levels of customer service and support					
2. Relationships with key target customers					
3. Good at understanding what customer needs and requirements are					
4. Good at creating relationships with customers					
5. Good at maintaining and enhancing relationships with customers					

Market innovation capabilities	1	2	3	4	5
1. Ability to launch successful new products and services					
2. Effective new product/service development processes					

Human resource assets	1	2	3	4	5
1. Levels of employee job satisfaction compared to competitors					
2. Levels of employee retention compared to competitors					

Reputational assets	1	2	3	4	5
1. Company or brand name and reputation					
2. Credibility with customers through being well established in the market					

Customer performance	1	2	3	4	5
1. Levels of customer loyalty compared to competitors					
2. Levels of customer satisfaction compared to last year					
3. Levels of customer loyalty compared to last year					

Market performance	1	2	3	4	5
1. Sales volume achieved compared to competitors					
2. Market share compared to competitors					

Financial performance	1	2	3	4	5
1. Overall profit levels achieved compared to competitors					
2. Profit margins compared to competitors					
3. Return on investment compared to competitors					