

Blue-dge: The Gem of Top Companies

The Secret Is Out

Blue-dge, once a little known company, is a name that can no longer be contained. Today, B2B and B2C industry leaders such as DuPont and Canon seek its customer domain knowledge and customer insights expertise to further their quest towards achieving a higher level of customer satisfaction and loyalty across the region.

These companies use Blue-dge because they are able to gain far deeper insights about their existing and potential customers. The comprehensive insights enable them to raise customer satisfaction levels and, in a long run, achieve superior market share growth. Further, these companies value the operational and strategic advice of its experts that dwell far beyond the realm of marketing research.

Its Humble History

Armed with an MBA degree from a leading university from UK, a decade of management consultancy experience under his belt and an authorship of two books on customer relationship management, Raymond Teo attended his third module of a doctoral programme from a top university in Australia. The module, focusing on advanced research methods, was facilitated by Professor Geoff Soutar, who was one of the most highly regarded marketing academics in Australia. That module humbled him and, for the first time, he saw how it was possible to obtain very detailed knowledge about the customer that can benefit companies. He also saw methodological weakness in many commercial research work. As someone who has been actively involved in the field of customer research, he acknowledged the wide gulf of knowledge and expertise that separated the best researchers from the rest. He also recognized that it is not necessarily the largest research companies but rather the accumulation of the best expertise within a company that would count for providing the most actionable customer insights.

When Dr. Teo, who is now also with the adjunct faculty of Singapore Management University, co-founded Blue-dge in 2003, he saw to it that all consultants and analysts of the company held doctoral degrees from the best universities. They also need to have mastery of advanced research skills and specialising in the field of customer satisfaction and loyalty. Dr Teo cited, as an example, of Joan, who is a principal consultant at Blue-dge, "In addition to a first degree from NUS, Joan holds two master degrees (an MBA degree from the University of Strathclyde and a Master in Management Research degree from the Uni. Western Australia) and a doctoral degree (from the latter university)." People with such profiles are typical of researchers at Blue-dge.

Today, Blue-dge is highly regarded in the industry for its advanced research expertise. Leading companies work closely



Dr. Raymond Teo, Managing Director of Blue-dge

with them, listening to their advice on the type of customer information they should be collecting and using their expertise to learn more about their customers in Singapore and in the region. Interestingly, most of its clients, which span across a wide range of industries, are or have become industry customer satisfaction and loyalty leaders. Dr Teo comments, "Our clients are not novices in the use of marketing/customer research services. Many had previously used other firms but have become enthralled with Blue-dge after one experience. Blue-dge reciprocates their trust in us by being totally committed

to helping them achieve their customer satisfaction goal".

The growth of Blue-dge is evidenced by a fifty percent increase in revenue in 2008 despite a global slowdown. Blue-dge looks forward to an even better performance in 2009 as more companies work towards making customer experience a company differentiator.

The Key Features of Blue-dge

Blue-dge is clearly positioned to meet the needs of companies seeking growth through customer satisfaction and loyalty leadership. Three key features distinguish the services of Blue-dge.

Key Feature #1: Insights and Operational Advisement

The best customer insights obtained do not necessarily translate into higher levels of customer satisfaction. Obstacles abound that impede this transformation. These might include, for example, an unmotivated frontline or the absence of a system for sharing best service practices. The high point of a Blue-dge project is always its presentation, which fills the client in on new-found customer insights and the implications of these to the company. The presentations, often informal, can span issues ranging from operational improvements to corporate training focus. Dr. Teo comments, "Every Blue-dge researcher had spent many years advising and researching on companies. They are sought by conference organizers in the region to share their thoughts in the field.

“Blue-dge is committed towards adopting sound research methodologies for its clients. The analytical expertise of Blue-dge had led the London Weekly Telegraph in 2005 to report “Blue-dge had shaken up the world of customer insights”

This is a key reason that we are valued by clients. They view our experts as an outsourced extension of their company who are always there to help them scale new heights through the use of actionable customer research.

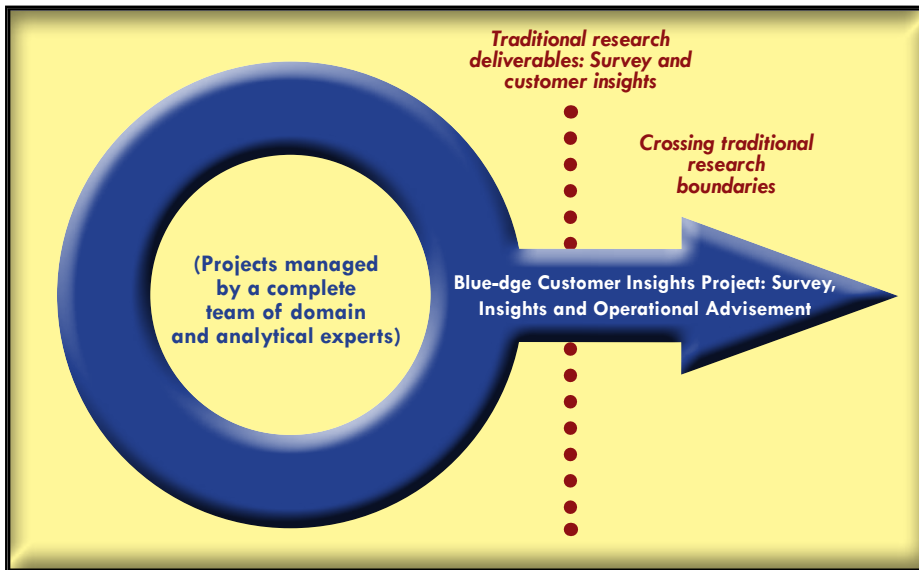
cal jargon) to determine how important customer service was to customers. When the results showed it was a key choice criterion, we applied advanced clustering methods to identify the different groups of customers the client served. We found

It seems the three key features of Blue-dge has served it well. Clients in a wide range of industries rely on Blue-dge's customer insights to make better customer service and marketing decisions. As a testament of Blue-dge's leadership in the field, its clients also include international research firms.

The domain expertise of Blue-dge is evidenced by the wide range of customer service improvement and customer relationship management training programmes it offers to companies in both private and public sectors in the region. These are run either as in-company programmes or as public programmes organized by partners such as the Singapore Institute of Management and the Hong Kong Management Association.

When asked for one key point that makes Blue-dge truly unique, Dr. Teo said, "That must be our people. Their expertise in customer related fields, coupled with their mastery of advanced analytical methodologies means they are able to help a company become truly customer-led."

And a comment from many long time clients say it all, "Blue-dge never fails to deliver."



Distinguishing Features of Blue-dge

Key Feature #2:

Deeper Insights With Minimal Bias

Blue-dge combines the use of advanced customer research techniques with domain expertise to extract comprehensive and useful information about its client's customers that allows for better customer service and marketing decisions to be made. Dr. Teo illustrates the need for researchers with a high level of domain expertise, "A consumer electronics company wanted to raise its customer satisfaction level and sought to identify the drivers of satisfaction through customer research. When our Blue-dge team met with the company and learnt of their marketing research work previously undertaken, we found the survey questions lacked comprehensiveness as they consisted only quality related questions. We advised the client that emotional value (feel good effect) and social value (impressions created on others) also count when delivering value to customers. Indeed, the subsequent survey findings conducted by Blue-dge showed these earlier missing components to be the key drivers of customer satisfaction and loyalty. We consequently advised the client to focus on improving brand equity. We had helped the client avert a major marketing decision disaster."

Dr. Teo explains that companies such as Apple Inc had held up well despite the economic downturn because they have a more comprehensive view of their customers than most companies. Dr Teo adds, "Apple sells not only because of the value arising from superior product quality but because of the social and emotional value that comes bundled with the product." Apple knows all these.

Dr. Teo cited another illustration of Blue-dge's expertise when asked about the use of advanced analytical techniques, "A client had ambitions of becoming a customer service leader. First, we applied conjoint methods (apologies for the techni-

four groups. When we modelled each group, we found that what satisfied each customer group was different from what satisfied another. The key satisfaction drivers for each customer group were subsequently converted to key performance indicators for the company, thus ensuring the company is customer driven."

Poor survey designs and analytical methods adopted can bring about misleading customer insights. The Blue-dge team has always advised clients not to treat the research process as a black box but to be more involved in the research. As most clients may find difficulties assessing methodological quality, Dr. Teo advises that clients can seek independent opinions from well regarded professors. Blue-dge is committed towards adopting sound research methodologies for its clients.

The analytical expertise of Blue-dge had led the London Weekly Telegraph in 2005 to report "Blue-dge had shaken up the world of customer insights". It is therefore no wonder why Blue-dge has a steady stream of clients awaiting to tap on their expertise.

Key Feature #3:

Value-for-Money Advanced Marketing/ Customer Satisfaction Research

To ensure Blue-dge's expertise remains affordable to companies, it keeps a close watch over its costs. It ensures that operating overheads are minimized. Says Dr. Teo, "When clients pay for Blue-dge's expertise, they are paying for the pure expertise of its people; people who advise what is best for them, people who help them get the most insights from the data and people who help make a difference to the satisfaction of their customers. The proportion of what the client pays that goes to operating overheads (except for expertise) is minimal. That has always been the operational philosophy of Blue-dge."

P Insights
Power

Blue-dge is also the producer of PowerInsights, a series of highly actionable syndicated customer insights produced for companies in various industries for achieving higher levels of customer satisfaction.

Be the leader in customer satisfaction and loyalty.

Industries:

- Banking (2009 report out)
- Mobile phones
- Notebooks
- Television
- Telecommunication services

The 2009 report for the banking industry is out. Kindly contact Dr. Joan Gan to place an interest or for a no obligation discussion on how the report will help you.

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