

Participating in the CERS Award process provides you with a structure for developing your company's customer relationships. When you participate you document how your company manages its customer relationships on four different levels: 1) *Strategic*, 2) *Operative*, 3) *Innovations and Development*, and 4) *Results* level.

This forces you to think through your company's overall customer orientation and helps you decide how to develop your company further.

The concrete outcome of the process is a thirty-page report. This report is written by someone inside your company, supported by a group of people from the different functions in the company: Sales, development, strategic management and so on.

When you participate CERS provides you with:

1. **A tutor**

The tutor aids you in the process. He or she answers your questions and gives you advice and feedback.

2. **The CERS Award tool**

This is a manual developed by the researchers at CERS, which guides you through the process. It works as a map for thinking about your customer orientation on a holistic level. It includes specific questions about strategy, operational design, innovations and results, and how the customer is taken into account in all of these. The questions are quite practical, and are designed to bring the state of your company's current and future customer orientation into view.

The amount of work needed in the process depends on you: The more you put into it, the more you get out of it. The basic structure of the CERS Award process is the following:

- *We begin with a kick-off meeting, where we talk about the general structure of the process and present you with the CERS Award tool*
- *You arrange X number of meetings within your own team. Here you discuss your company based on the questions in the manual*
- *You usually meet with the tutor about three times during the process*
- *You invest X number of hours in writing the report and will then deliver it on the first of October. The report is judged by a board of experts (Christian Grönroos, among others), who then provide you with feedback*

It's as simple as that. We will not be giving you direct advice on how to manage your customer relationships. Instead, we help you to think about your whole company from a customer relationship perspective. How does your company handle its customer relationships?

Best regards,

Jacob Mickelsson
Cers Award Manager