

8VHU LQYROYHPHQW RULHQWHG &DUH 0RGHOW  
5HYLHZ RI WKH /LHUDWXUH

.DWKU\Q ' \$UQHWW

8QLYHUVLW\ RI 3HQQV\OYDQLD 6FKRRO RI 6RFLDO 3ROLF\ DQG 3UDFWLFH 86\$

&RUUHVSQRQLQJDWKWVQRU\$UQHWW 8QLYHUVLW\ RI 3HQQV\OYDQLD 6FKRRO RI 6RFLLDO 3ROLF\ DQG 3UDFV

5HFHLYHG\$SDWH \$FFHSWHG\$SDWH 3XEOLVKHG\$SDWH

&RS\ULJKW \$UQHWW .' 7KLV LV DQ RSHQ DFFHVV DUWLFOH GLVWULEXWHG XQGHU WKH WHUPV RI WKH & GLVWULEXWLRQ DQG UHSURGXFWLRQ LQ DQ\ PHGLXP SURYLGHG WKH RULJLQDO DXWKRU DQG VRXUFH D

WUHDWPHQV  
PRGHQVHILFDQH DUVHR SHULVRQLRQWUZKRP ZGHUHR GEHWQDWH D SDWLHQW SHUVF  
GHFLVLRWDONKHJDODQKG L2WIS HGWCH & RQBRIYHVALPQGDQO OSSURDFK WR FDUH DQG  
WKDW KDYHV IHRQDLOHGJXWK & RQPHDQHPRQW DOWERQUIRS RWLWIP LQYROYHPHQW PRGHQV  
IXUWKHUPRUHWLQHSHVHAWGLJRHQDWHGJUHH RQIRYHODS ZLWKRXW LGHQWLILQJ  
7KHUH DSSHDOUV WR EH QR HPSLULFDO VWXG\ WKDW H[DPLQHV 68' FDUH RXWFRPHV  
DQG WKLV PD\ EH DQ LQGLFDWLRQ RI IXUWKHU UHVHDFK  
'H WHKHFHVWDWHS DLWHDZ RI KJ RVZK WKDQH  
'WHDV X60IW VLQ 7JLGHAD W HHS RHUWSH  
'R WUWKHD WIDHQLRQ QDQGP LQWV  
RXU 1DWLRQ RYHU  
'FH WKHVH FRVWV'  
FLDWHG KHDO'  
'HQW LWVH  
'VLYH  
'DQ'  
'



> @ )LQGLQJV RI WKLV VWXG\ LQGLFDWHG FOLHQWV FRXOG RYHUFPH ORZ  
PRWLYDWLRQ ZLWK WKH VXSSRUW RI D VWURQJ UHODWLRQVKLS EHWZHHQ FOLHQW  
SURYLGHU

HUHLV HQRXJK HPSLULFDO HYLGHQFH WR VKRZ WKH LPSRUWDQFH RI  
SURYLGHUV GHYHORSLQJ D VWURQJ SRVLWLYH UHODWLRQVKLS ZLWK FOLHQW  
PRUH SRZHUIXO WKDQ WKH PRGDOLW\ RQH FKRRVHV WR LPSOHPHQW LQ 68'  
FDUH HDUO\ ZRUNLQJ DOOLDQFH FRQVLVWHQWO\ SUHGLFWV ERWK FOLHQW  
HQJDJPHQW DQG SRVW FDUH WRXOELFW\ WOPMHL RXQHRI > @  
IHHGEDFN UHJDUGLQJ WKH FRXUVH RI FDUH LQFOXGLQJ FRODERUDWLRQ RQ FD  
JRDOV LPSURYHV WKH DOOLDQFH EHWZHHQ SURYLGHU DQG FOLHQW 6WLOO PD  
WLPHV SURYLGHUV GHYHORS FDUH JRDOV IRU FOLHQWV DQG QRW ZLWK WKHP  
ZKLFK LV QRW FRQVLVWHQW ZLWK SHUVRQ FHQWUHG FDUH



8VHU LQYROYHPHQW RULHQWHG FDUH PRGHOV 3HUVRQ FHQWUHG  
3DWLHQW SDUWLFLSDWLRQ 6KDUHG GHFLVLRQ PDNLQJ 5HFRYHU\  
PRGHO b\$ V\QWKHVLV



0HUVWHQV -5 .OLQH 6LPRQ \$+ 'HOXFFKL ./ 0RRUH & :HLVQHU &0  
7HQ \HDU VWDELOLW\ RI UHPLVVLRQ LQ SULYDWH DOFRKRO DQG GUXJ  
RXWSDWLHQW WUHDWPHQW 1RQ SUREOHP XVHUV YHUVXV DEVWDLQHUV 'UXJ DQG  
\$OFRKRO 'HSHQGHQFH  
6LPSVRQ " -RH \*: 5RZDQ 6]DO \*\$ \*UHHQHU -0 'UXJ DEXVH  
WUHDWPHQW SURFHVV FRPSRQHQWV WKDW LPSURYH UHWHQWLRQ -RXUQDO RI  
6XEVWDQFH \$EXVH 7UHDWPHQW  
%XUQDP 0\$ :DWNLQV .( 6XEVWDQFH DEXVH ZLWK PHQWDO GLVRUGHUV  
VSHFLDOL]HG SXEOLF V\VWHR\$V DQG OLOZRURIGJUDWHG FDUH +HDOWK

& LWDW\$RIQHWW .'  
7KHU GRL

8VHU LQYROYHPHQW RULHQWHG &DUH ORGHOV DQG 6XEVWDQFH 8VH

3DJH RI

)LQQHOO '6 /HH - 3V\FKRPHWULF SURS%UWVQHHVU RI 5MHQGIFNFLVLRQDQGE D O DUQHQR DU &  
IRU SDWLHQW FKRLFH LQ VXEVWDQFH DEXVHRWURHOUWKPHQWS D V WLHV SODHQLWR Q HLDQO W XJXWVW