

CUSTOMER SATISFACTION ANALYTICS:

Real Estate

Increase satisfaction, referrals and profits:

DELIVER THE SERVICE YOUR AGENTS EXPECT.

In A Nutshell

- KNOW WHAT AGENTS THINK OF YOUR SERVICE
- FIND OUT WHERE YOUR EXPERIENCE CAN BE IMPROVED
- MAKE QUALITY UPGRADES THAT BUILD RETENTION AND REFERRAL

Building and sustaining a successful real estate brokerage depends on how satisfied your agents are, how likely they are to stay and recommend you to others.

There's no longer any excuse for guessing about the quality of service you deliver, and whether or not – or what satisfies your agents.

With 121QA customer satisfaction analytics you can:

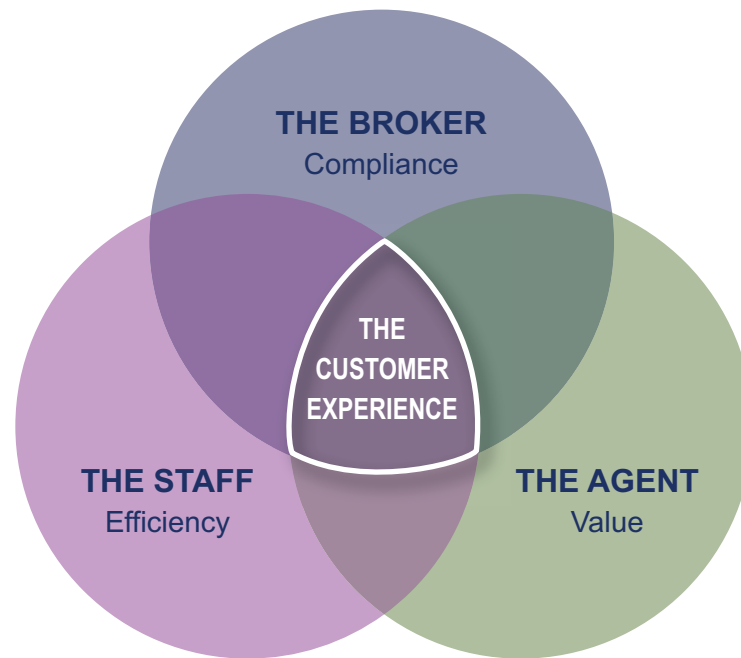
- **See the quality** of your service through your agents' eyes,
- **Know what improvements** will make a difference, and
- **Take action** that leads to greater agent satisfaction and loyalty.

There is only one boss – the customer. And he can fire everybody in the company from the chairman on down simply by spending his money somewhere else.

*Sam Walton,
Founder - Wal-Mart*

Everyone Evaluates Service Quality Differently

Seeing your service through the eyes of the customer isn't easy. That's because where you sit and the standards you use to evaluate your service differ from those of your agents and office staff.



*The Broker assesses performance based on **compliance**.*

- Am I in compliance with statutory requirements?
- Are my internal financial processes rigorous?

*The Staff assesses performance based on **efficiency**.*

- Did we follow procedure?
- Did everything go smoothly?

*The Agent assesses performance based on **value**.*

- Did I get what I expected?
- Was it worth what I paid for it?

Agent Expectations of the Brokerage

- Agents expect the service to be prompt, problem-free, technically correct and delivered as promised.
- Agents expect the brokerage to exceed their expectations.

In other words, agents expect you to read their minds and deliver exactly what they want.

Mind Reading Is a Dangerous Game

Guessing what agents want and what will satisfy them is risky business. The more sensible approach is to find out how they rate the quality of your existing service – and then improve upon it.

*If you don't know where you are going,
you might wind up someplace else.*

Yogi Berra

121QA customer satisfaction analytics simplifies this process. You can track performance in real time, make adjustments in processes that strengthen areas of excellence or take corrective action when improvement is needed.

How Customer Satisfaction Analytics Works

Everything you need is included: surveys, scorecard and solutions.

How To Collect the Wrong Feedback

1. Ask irrelevant technical questions

2. Use language only you can understand

3. Ask agents to respond at their convenience

4. Only survey agents you think will respond

5. Survey agents occasionally and haphazardly

Survey - Collect Feedback Efficiently

The 121QA survey and simple point-and-click scoring deliver accurate feedback in 3 minutes – anywhere.

Survey questions probe two things: the agent's impression of the essential elements of the service experience, based on global standards of service quality, and their resulting satisfaction with, and loyalty to the brokerage.

The survey can be customized to collect feedback on the performance of different business locations and groups of agents within an office.

You can avoid reality, but you cannot avoid the consequences of avoiding reality.

Ayn Rand

How To Draw the Wrong Conclusions

1. **Avoid comparing yourself against competition**

2. **Listen to a friend, agent or employee with the loudest voice**

3. **Focus on areas and people you are comfortable with**

4. **Do not consult the front line staff who deal with agents**

5. **Make gut feel judgements based on anecdotal evidence**

Scorecard - Benchmark Your Results

The 121QA scorecard organizes survey results so that you can make meaningful comparisons. You can sort and filter data by time period and survey subject. Once selections are made, the database processes the numerical data, calculates and displays results.

Knowing whether or not you're on track requires a point of reference – or a standard – against which your performance can be compared.

Only 121QA customer satisfaction analytics provides you with the real estate industry norm. It is based on thousands of agent surveys from hundreds of brokerages across North America.

When survey results fall below the industry norm, the area is red flagged by the database. This identifies where agents think you have a weakness and where improvement can lead to greater satisfaction and loyalty.

How To Make the Wrong Improvements

1. Take action before you have identified the real problem
2. Make changes without considering the benefits or consequences
3. Mistake a process problem for a people problem
4. Change something that doesn't need changing
5. Choose the wrong fix for your service problem

Solutions – Find and Fix Problems Fast

For 30 years, research has defined service quality, analyzed how it leads to customer satisfaction and how satisfaction results in greater retention and referral. An extensive body of knowledge exists and there are very few service problems for which practical solutions have not been found. That said, no two service organizations or problems are the same. The key is identifying the course of action that's right for you.

Knowing where your performance is below par is one thing - understanding the nature of your problem and how best to fix it is quite another. This is where turning the mirror around to look at your people, procedures and processes starts.

Customer satisfaction analytics provides a diagnostic framework that guides this inquiry. It not only identifies common operational causes of service problems, but helps you assess whether you should be attempting a do-it-yourself fix or be calling in professional help.

The 4 Steps To Exceptional Service

121QA software includes a library of solutions that appear as diagnostic questions. They reflect the quality principles of the International Organization for Standardization [ISO] and proven best practices in the industry.

Solutions are organized into four buckets:

1. **Fact-finding** questions address ways to collect information from agents, employees, peers and competitors.
2. **Organization** questions address the processes and systems needed to support excellence in service delivery.
3. **Management** questions identify tactics to use in the selection, hiring, training and retention of employees.
4. **Communication** questions deal with how you communicate your value proposition and how clearly it is understood.

When a service deficiency is flagged, the database automatically selects the diagnostic questions specific to the problem.

Searching the buckets and answering the questions guides you to the course of action that's right for you.

FACT FINDING:

Learn how to:

- Turn staff observations into valuable intelligence
- Use service breakdowns and complaints to drive improvement
- Anticipate changing expectations and emerging needs
- Identify small things that drive agent loyalty

Fact finding encourages you to listen to the voice of the customer and gather relevant insights from agents, employees and external parties.

Questions are based on a simple premise: if you really want to know what agents expect, understand why they stay and why they leave – you have to ask and you have to listen.

ORGANIZATION:

Learn how to:

- Define and simplify roles, responsibilities and accountabilities
- Produce more consistent and predictable results
- Streamline processes to save time and money
- Adjust to changing market conditions

Organization deals with how you conduct business and deliver your service. It examines the processes, systems and information you use to support the work of your agents and office staff.

A variety of prompts from different well tested methodologies [e.g. Lean, Six Sigma] and industry best practices suggest directions for improvement and ways to streamline your operation.

MANAGEMENT:

Learn how to:

- Turn employees into problem solvers
- Improve knowledge exchange and team work
- Use group brainpower to solve everyday problems
- Motivate everyone to make quality improvement job one

Employee performance is inseparable from service quality. Management addresses the human factor: selecting, training, empowering and retaining employees with the right skills and motivation to consistently satisfy agents.

121QA provides proven organizational development and human resource planning principles to improve employee job fit, clarify performance expectations and formalize your evaluation process.

COMMUNICATION:

Learn how to:

- Under-promise and over-deliver
- Build trust and confidence
- Raise the perceived value of your service
- Ensure agents understand what services you provide and how to use them

Communication explores how you create and publicize your value proposition and the messages you send to your agents and office staff.

Insights help you define the uniqueness of your offering, its position in the market and the optimal price you can charge for the service you offer.

Why risk being wrong, when you can be affordably and reliably right?

There's no longer any excuse for guessing about the quality of the service you offer, and whether or not – or what satisfies your agents.

With customer satisfaction analytics you can:

- **See the quality** of your service through your agents' eyes,
- **Know what improvements** will make a difference, and
- **Take action** that leads to greater agent satisfaction and loyalty.

Take control of your business. Use customer satisfaction analytics to eliminate guesswork.

by **Milena Segatore [RN, MscN, MNI-PG, Cert. QA, CQIA CQPA CSSGB (ASQ)]**

is a health care professional recognized for building quality capacity and infrastructure [processes, systems and supporting documents] in diverse clinical populations in both Canada and the US. She holds a Master's degree in Nursing Science - Administration [University of Western Ontario], a post graduate Certificate in Quality Assurance [Ryerson University/ASQ] and three ASQ certifications

References

Customer Loyalty

- Anderson, E. W. 1998. Customer Satisfaction and Word-of-Mouth. *J Service Research*, 1 [1], 1-14.
- Anderson, E. W. & Fornell, C. 1994. A Customer Satisfaction Research Prospectus. In *Service Quality: New Directions in Theory and Practice*, R. T. Rust & R. L. Oliver [Eds.]. Thousand Oaks, CA: Sage, 241-268.
- Anderson, E. W., Fornell, C. & Lehmann, D. R. 1994. Customer Satisfaction, Market Share, and Profitability: Findings from Sweden. *J Marketing*, 58 [3], 53-66.
- Anderson, E. W. & Mittal, V. 2000. Strengthening the Satisfaction-Profit Chain. *J Service Research*, 3 [2], 107-120.
- Bolton, R. N. 1998. A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction. *Marketing Science*, 17 [1], 45-65.
- Bolton, R. N. & Drew, J. H. 1994. Linking Customer Satisfaction to Service Operations and Behavioral Intentions. In *Service Quality: New Directions in Theory and Practice*, R. T. Rust & R. L. Oliver [Eds.]. Thousand Oaks, CA: Sage Publications, 173-200.
- Cronin, Jr. J. J., Brady, M. K. & Hult, G. T. M. 2000. Assessing the Effects of Quality, Value and Customer Satisfaction on Consumer Behavioral Intentions in Service Encounters. *J Retailing*, 76 [2], 193-218.
- Dick, A. S. & Basu, K. 1994. Customer Loyalty: Toward an Integrated Conceptual Framework. *J Academy of Marketing Science*, 22 [2], 99-113.
- Gotlieb, J. B., Grewal, D. & Brown, S. W. 1994. Consumer Satisfaction and Perceived Quality: Complementary or Divergent Constructs? *J Applied Psychology*, 79 [6], 875-885.
- Hart, C. W. L., Heskett, J. L. & Sasser Jr., W. E. 1990. The Profitable Art of Service Recovery. *Harvard Business Review*, 68 [4], 148-156.

- Hayes, B. E. 2008. The True Test of Loyalty. Measuring advocacy, purchasing and retention can increase profitability. *Quality Progress*, 6. Available on-line: <http://www.asq.org/quality-progress/2008/06/customer-satisfaction-and-value/the-true-test-of-loyalty.html>
- Heskett, J. L., Jones, T. O., Loveman, G. W. Sasser Jr., W. E & Schlesinger, L. A. 1994. Putting the Service-Profit Chain to Work. *Harvard Business Review*, 72 [2], 164-174.
- Heskett, J. L., Sasser Jr., W. E. & Hart, C. W. L. 1990. *Service Breakthroughs: Changing the Rules of the Game*. New York: The Free Press.
- Hoisington, S. & Naumann, E. 2003. The Loyalty Elephant. *Quality Progress*, 36 [2], 33-41.
- Jones, T. O. & Sasser Jr., W. E. 1995. Why Satisfied Customers Defect and Apostles and Terrorists: A Company's Best Friends and Worst Enemies. *Harvard Business Review*, 73 [6], 88-99.
- Oliver, R. L. 1997. *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw Hill.
- Oliver, R. L., Rust, R. T. & Varki, S. 1997. Customer Delight: Foundations, Findings, and Managerial Insight. *J Retailing*, 73 [3], 311-336.
- Rai, A. K., Medha, S. June 2013. The Antecedents of Customer Loyalty: An Empirical Investigation in Life Insurance Context. *J Competitiveness*, 5 [2] 139-163.
- Reichheld, F. F. 1996. *The Loyalty Effect: The Hidden Force behind Growth, Profits and Lasting Value*. Boston: Harvard Business School Press.
- Rossat, J., Larsen, J., Ruta, D. & Wawrzynosek, Y. Working Group Marketing Strategies & Consumer Policy. 1999. Customer Loyalty, a literature review and analysis. © Unipede. Available on-line: <http://www.eurelectric.org/Download/Download.aspx?DocumentID=2965>
- Rust, R.T., Lemon, K. N. & Zeithaml, V. A. 2004. Return on Marketing: Using Customer Equity to Focus Marketing Strategy. *J Marketing*, 68 [1], 109-127.
- Rust, R T. & Zahorik, A. J. 1993. Customer Satisfaction, Customer Retention and Market Share. *J Retailing*, 69 [20], 193-215.

Service Quality

- Adil, Mohd, Al Ghaswyneh, O. F M. & Albkour, A. M. 2013. SERVQUAL and SERVPERF: A review of measures in services marketing research. *Global J Management & Business Research Marketing*, 13 [6], Version 1.o, 65 – 76.
- ASQ. Service Quality Division. Service Quality Body of Knowledge [SQBOK] Resources. Available on-line: <http://www.asq.org/service/body-of-knowledge/resources.html>
- Babakus, E. & Boller, G. W. 1992. An Empirical Assessment of the SERVQUAL Scale. *J Business Research*, 24 [3], 253-68.
- Baker, J. 1986. The Role of the Environment in Marketing Services: The Consumer Perspective. In *The Services Challenge: Integrating for Competitive Advantage*, J. A. Czepiel et al. [Eds.]. Chicago: American Marketing Association, 79-84.
- Barcellos, P. F.P. & Mueller, A. P. 2009. The Right Move. *Quality Progress*, 8, 16-20.
- Bitner, M. J. 1992. Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *J Marketing*, 56 [April], 57-71.
- Bitner, M. J. & Hubbert, A. R. 1994. Encounter Satisfaction versus Overall Satisfaction versus Quality. In *Service Quality: New Directions in Theory and Practice*, R. T. Rust & R. L. Oliver [Eds.]. Thousand Oaks, CA: Sage Publications, 72-94.
- Boulding, W., Karla, A., Staelin, R. & Zeithaml, V. A. 1993. A Dynamic Model of Service Quality: From Expectations to Behavioral Intentions. *J Marketing Research*, 30 [February], 7-27.
- Brady, M. K. & Cronin Jr., J. J. 2001. Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach. *J Marketing*, 65 [July], 34-49.
- Brady, M. K., Knight, G. A., Cronin Jr., J. J., Tomas, G., Hult, M. & Keillor, B. D. 2005. Removing the Contextual Lens: A Multinational, Multi-setting Comparison of Service Evaluation Models. *J Retailing*, 81 [3], 215-230.
- Buttle, F. 1995. SERVQUAL: review, critique, research agenda. *European J Marketing*, 30 [1], 8-31.
- Clement, J. & Selvam, M. 2006. Service quality gaps: A retro-analysis. *Academic Open Internet J*, 18. ISSN 1311-4360. Available on-line: <http://www.acadjournal.com/2006/v18/part7/p1/>

- Cronin, Jr. J., J. & Taylor, S. A. 1992. Measuring Service Quality: A Reexamination and Extension. *J Marketing*, 56 [July], 55-68.
- Cronin, Jr. J., J. & Taylor, S. A. 1994. SERVPERF versus SERVQUAL: Reconciling Performance Based and Perceptions-Minus-Expectations Measurement of Service Quality. *J Marketing*, 58 [1], 125-131.
- International Organization for Standardization [ISO]. Quality management principles. Available on-line: <http://www.iso.org/iso/qmp>
- Lin, I. Y. 2004. Evaluating a Servicescape: The Effect of Cognition and Emotion. *International J Hospitality Management*, 23, 163-178.
- Parasuraman, A. & Zeithaml, V. A. 2002. Understanding and Improving Service Quality: A Literature Review and Research Agenda. In *Handbook of Marketing*, B. A. Weitz & R. Wensley [Eds.]. Thousand Oaks, CA: Sage Publications, 339-367.
- Parasuraman, A., Zeithaml, V. A. & Berry, L. L. 1988. SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *J Retailing*, 64 [1], 12-40.
- Quester, P. G. & McOmish, M. A. 2005. Perceived risk and servicescape: The importance of managing the physical evidence in service marketing. Available on-line: <http://smib.vuw.ac.nz:8081/www/anzmac2005/cd-site/pdfs/16-Services/16-Quester.pdf>.
- Reichheld, F. F. 1996. Learning from Customer Defections. *Harvard Business Review*, [March-April], 56-59.
- Reichheld, F. F. & Sasser Jr., W. E. 1990. Zero Defections: Quality Comes to Services. *Harvard Business Review*, 68 [5], 105-111.
- Rust, R.T. & Oliver, R. L. 1994. Service Quality: Insights and Managerial Implications from the Frontier. In *Service Quality: New Directions in Theory and Practice*, R. T. Rust & R. L. Oliver [Eds.]. Thousand Oaks, CA: Sage Publications, 1-19.
- Teas, R. K. 1993. Expectations, Performance Evaluation, and Consumer Perceptions of Quality. *J Marketing*, 57, 18-34.

Service Improvement

- Bauer, J E., Duffy, G. L. & Westcott, R. T. [Eds]. 2006. *The Quality Improvement Handbook*. 2nd ed. Milwaukee, WI: ASQ Quality Press.
- Bitner, M. J., Ostrom, A. L., & Morgan, F. N. 2007. Service Blue Printing: A Practical Technique for Service Innovation. *Center of Service Leadership, Arizona State University*.
- Berry, L. L. & Parasuraman, A. 1991. *Marketing Services: Competing Through Quality*. New York: The Free Press.
- Goodman, J. & Collier, C. D. 2007. Delivering Great Service by Listening and Adapting. *Quality Progress*, March, 22-27.
- Juran, J. M. & Godfrey, A. B. [Eds]. 1999. *Juran's Quality Handbook*. 5th ed. New York: McGraw Hill.
- Reichheld, F.F. 2001. *Loyalty Rules! How Today's Leaders Build Lasting Relationships*. Boston: Harvard Business School Press.
- Rhey, W.W. & Gryna, F. 2001. Market Research for Quality in Small Business. *Quality Progress*, 34 [1], 31-38.
- Ramaswamy, R. 1996. *Design and Management of Service Processes: Keeping Customers for Life*. Reading, Mass: Addison-Wesley Publishing Company.
- Schmidt, B. H. 2003. *Customer Experience Management: A Revolutionary Approach to Connection with Your Customers*. New Jersey: John Wiley & Sons.
- Sewell, C. & Brown, P. B. 1990. *Customers for Life: How to Turn That Onetime Buyer into A Lifetime Customer*. New York: Doubleday.
- Shostack, L. G. 1982. How to Design a Service. *European J Marketing*, 16 [1], 49-63.
- Shostack, L. G. 1984. Design Services that Deliver. *Harvard Business Review* [84115], 133-139.
- Zeithaml, V. A. 1990. *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: The Free Press.
- Zeithaml, V. A., Bitner, M. J. & Gremler, D. 2006. *Service Marketing: Integrating Customer Focus across the Firm*. 4th ed. Boston: McGraw Hill/Irwin.