Customer Satisfaction Analytics

INCREASE SATISFACTION, REFERRALS AND PROFITS:
DELIVER THE SERVICE YOUR CUSTOMERS EXPECT

IN A NUTSHELL
- Customers evaluate your service based on their expectations.
- Know where you meet and exceed expectations and why you satisfy them.
- Make improvements that increase retention, referral and profitability.

Service quality is one variable every business can optimize to get ahead. Research suggests that customer perceptions of service quality and satisfaction are interrelated and lead directly to the intent to repurchase, positive word-of–mouth and profitability.

Guessing about the quality of service you deliver and whether or not – and why – your customers are satisfied is no longer necessary. Small service businesses can now use customer satisfaction analytics the same way successful enterprises do.

New web-based 121QA performance management software makes it easy to know what customers expect and how to deliver service quality that exceeds their expectations.

For the first time, small service operations can:

- **See the quality** of their service through their customers' eyes,
- **Know what improvements** will make the difference, and
- **Take action** that leads to greater customer retention and referral.

"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, Wal-Mart

EVERYBODY EVALUATES SERVICE QUALITY DIFFERENTLY

Seeing your service through the eyes of the customer isn't easy. That's because where you sit and the yardstick you use to evaluate service performance is different from that of your customer.

THE
EXPERT
"Technical Merit"

THE
CUSTOMER
EXPERIENCE

THE
CUSTOMER
"Value"

THE
ORGANIZATION
"Efficiency"

"Knowledge speaks, but wisdom listens."

Jimi Hendrix

THE EXPERT assesses performance based on technical merit.
- Did I do the work properly?
- Did it meet professional standards?

THE ORGANIZATION assesses performance based on efficiency.
- Did we adhere to protocols?
- Did everything go smoothly?

THE CUSTOMER assesses performance based on value.
- Did they get what they expected?
- Was it worth what they paid for it?

Customers enter each service transaction with two sets of expectations:

❶ They expect the service to be problem free, technically correct and delivered as promised, and

❷ They expect it to be better than what they thought it would be.

What really satisfies customers and leads to retention and referral is a service experience that surprises and delights them.

In other words, customers expect that you should be able to read their minds and deliver exactly what they want.

MIND READING TAKES MORE THAN INTUITION

Guessing what customers expect to receive can be dangerous. The more sensible approach is to find out how customers judge the quality of your existing service – and improve upon it.

The customer encounter with your organization creates a unique experience. Customer satisfaction analytics captures and deconstructs this.

Impressions of a service can have little to do with the technical procedure and assessments of quality can vary dramatically from experience to experience. This is because service quality is variable. Your organization can be good for one customer - or on one day - and not the next, and customer expectations change from day-to-day.

The only way to assess the quality of service you deliver is to track your performance over time. Once you know where you stand, you can make course corrections by building on areas of excellence and taking action where performance falls below expectations.

New 121QA performance management software makes this process easy with web-based surveys, statistics and diagnostics all in one.

THREE PRINCIPLES OF CUSTOMER SATISFACTION ANALYTICS

PRINCIPLE 1:
COLLECT FEEDBACK IMMEDIATELY

The 121QA web-based survey delivery and simple point-and-click scoring collect accurate feedback in 3 minutes – anywhere. This makes it easy to gather the right intelligence – from the right people - at the right time.

Survey questions probe two things: the customer's impression of the essential elements of the service experience, based on the global standards of service quality, and their resulting satisfaction with, and future intent to repurchase and refer others to the organization.

The survey template can be customized to collect feedback on the performance of different business locations, services, personnel or types of customers. This makes it possible to collect data from different customers about different facets of the organization at the same time.

The survey can be administered on any web-enabled device so it is completed at the location where the service is delivered. This has critical advantages.

- **FEEDBACK IS FRESH**
  Customer memories of a service experience degrade and distort over time: Reducing the time interval and distance between the service experience and survey completion increases accuracy.

- **RESPONSE IS RELIABLE**
  Respondents can be selected so the mix of new/old and regular/occasional customers accurately reflects your customer base.

Research also shows that customers are less inconvenienced and more than willing to respond before leaving a service appointment.

"If you don't ask, you don't get."
Mahatma Gandhi

HOW YOU CAN COLLECT THE WRONG FEEDBACK
1. Ask irrelevant technical questions.
2. Use language only you can understand.
3. Ask customers to respond at their convenience
4. Only recruit customers who you think will respond.
5. Survey customers occasionally and haphazardly.

PRINCIPLE 2:
MAKE COMPARISONS TO IDENTIFY PROBLEMS

Every survey completed by a customer speaks to the quality of your service delivery. Knowing whether you are on or off track however requires a point of reference - or a standard - against which your performance can be compared.

HOW YOU CAN DRAW THE WRONG CONCLUSIONS
1. Avoid comparing yourself against competition.
2. Listen to a friend, customer 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 customers.
5. Make gut-feel judgments based on anecdotal evidence.

The 121QA software organizes survey results into categories so that meaningful comparisons can be made. 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 so you can make ***two statistical comparisons:***

- **INDUSTRY NORM:** between your organization and others in the same industry, and

- **BUSINESS TARGET:** between different locations, services, personnel or customer groups.

Comparing your performance against business targets and industry norms simplifies analysis and focuses attention where the greatest gains can be made with the least amount of effort.

When survey results fall below a business target or industry norm, the area is *red flagged* by the database. This identifies where customers think you have a deficiency and where improvement can lead to greater customer satisfaction.

PRINCIPLE 3:
USE COLLECTIVE WISDOM TO TURN PROBLEMS INTO OPPORTUNITIES

For almost 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 identical. The key is identifying the course of action that's right for you.

Knowing where your performance is below standard is one thing - understanding the nature of your operational 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.

> **HOW YOU CAN MAKE THE WRONG IMPROVEMENTS**
> 1. Take action before you have identified the actual service deficiency.
> 2. Make changes without considering the benefits or consequences.
> 3. Mistake a process deficiency for a people problem.
> 4. Change something that doesn't need changing.
> 5. Choose the wrong fix for your service problem.

121QA software includes a library of diagnostic questions that reflect the importance of quality principles as set out by the International Organization for Standardization [ISO] and the methodologies of quality improvement.

Diagnostic questions are organized into buckets and sequenced in an order that reflects the steps you take to make process corrections.

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

Ayn Rand

STEPS YOU TAKE TO MAKE PROCESS CORRECTIONS

- **FACT-FINDING:** Collect intelligence before making decisions.
- **ORGANIZATION:** Put better processes, procedures and systems in place.
- **MANAGEMENT:** Systematize the hiring, training and rewarding of employees.
- **COMMUNICATION:** Publicize what you promise to deliver...and then deliver it.

When a service deficiency is flagged, the 121QA database automatically selects the diagnostic questions specific to the problem and organizes them in the appropriate bucket for you to review.

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

FACT-FINDING: investigating what customers expect and what they receive.

Fact-finding teaches you how to listen to the voice of the customer and gather relevant insights from employees. Questions are based on a simple premise: if you really want to know what customers expect, understand why they stay and why they leave – you have to ask and you have to listen.

Fact-finding teaches you how to listen to the voice of the customer and gather relevant insight from employees.

LEARN HOW TO
- Turn staff observations into valuable intelligence.
- Use breakdowns and complaints to your advantage.
- Capitalize on changing expectations and emerging needs.
- Identify the small things that drive customer satisfaction.

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"You only live once, but if you do it right, once is enough"

Mae West

ORGANIZATION: setting standards and the processes, systems and supporting documents required to reach them.

Organization deals with how you conduct business and deliver your service. It examines the processes, systems and information you use to build and sustain relationships with your customers and employees.

A variety of prompts from different well tested methodologies (e.g. Lean, Six Sigma) suggest directions for improving your processes, procedures, systems and documents.

LEARN HOW TO
- Simplify roles, responsibilities and accountabilities.
- Produce more consistent and predictable results.
- Streamline processes to save time and money.
- Adjust to changing conditions.

MANAGEMENT: manpower, technology and other resources and how they are deployed to create the service experience.

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

Use time-tested organizational development and human resource planning principles to improve employee job fit, clarify performance expectations and formalize your evaluation process.

LEARN HOW TO
- Turn employees into problem solvers.
- Improve knowledge exchange and teamwork.
- Use group brainpower to solve everyday problems.
- Motivate everyone to make improvement job one.

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COMMUNICATION: promises made about the nature of the service[s] to be provided to customers.

Communication questions explore how you create and disseminate your value proposition and the messages you send to your employees, your customers and your competition.

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.

LEARN HOW TO
- Under promise and over-deliver.
- Build trust and confidence.
- Raise the perceived value of your service.
- Get customers to enhance your reputation for you.

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 customers.

WITH CUSTOMER SATISFACTION ANALYTICS YOU CAN
- **See the quality** of their service through your customers' eyes,
- **Know what improvements** will make the difference, and
- **Take action** that leads to greater customer retention and referral.

121QA performance management software can save time, energy and money by eliminating guesswork. Let facts guide your improvement decisions.

Earn the financial dividends you deserve today and prove the worth of your enterprise to prospective buyers tomorrow.

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