

CUSTOMER EXPERIENCE PARTNERS

When Satisfaction and Sales Fail to Correlate



If you have accepted the maxim that high customer satisfaction scores lead to sales, consider this news. More than 90% of *Consumer Reports* readers give independent drug stores top satisfaction ratings in comparison to national chains (the report will be published in the May issue).

The independents earned high scores for:

- Pharmacists' knowledge about drugs and other products,
- Pharmacists' helpfulness and courtesy, speed, accuracy and personal service.

National chain drug stores were criticized for:

- Long lines and out of stock items.

About what you expected? Before you show this study to your management to support more customer care funding, you may want to read further in the article. *Consumer Reports* also asked readers about their prescription filling activities. Despite their high scores for the independent druggists, almost 1-in-4 said they fill their prescriptions at national chains and big-box stores (up from 14% in 2003). A poor reward for the independent druggists' stellar scores! So to summarize, independents are given higher satisfaction scores while at the same time are losing business!

How can that be? **Customer Experience Partners** has seen lots of situations where satisfaction ratings fail to correlate with other business metrics. The problem usually lies in a satisfaction survey that is heavily loaded with internally generated criteria (operational processes and policies) rather than criteria that are more meaningful to customers in making their buying decisions. This perspective excludes any number of **touchpoints** and **experiential components** (what customers see, hear, touch, read and even smell) of the *total* customer experience. In the drug store comparison above, the traditional perspective is likely to ignore issues like: the feeling of safety in the parking lot, the warmth of store lighting, the convenience of layout and design, store hours, and many more issues.

The other problem with such conventional assessments is the problem of assumed equal importance. Anyone who has ever conducted a *key driver study* has learned how vastly different satisfaction survey items can be in their linkage to purchase behavior.

We believe the answer to both issues is **Customer Experience Optimization™**. First, this process widens the scope of measurement (to include as many elements of the customer experience as possible) and applies a process of optimization. Second, businesses can't fix everything that's shy of perfect. So, **CEMO** focuses on those 2-3 items promising the greatest return on investment. **CEMO** results in an Action Plan for improving issues that are linked to sales! To learn more call us or visit:

www.customerexperiencepartners.com.

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