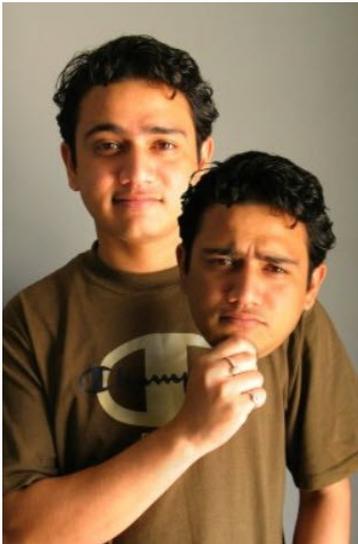


CUSTOMER EXPERIENCE PARTNERS

Getting More Insight from Your Satisfaction Data



These days just about every organization assesses the satisfaction of its customers, be they shoppers in a retail environment, passengers on a boat, plane or train, or patients in a hospital. Every organization wants to know, "How are we doing?" Hopefully this question is asked because the organization truly wants to improve; it has adopted the 'mantra' of the quality control industry - continuous improvement.

Inappropriate Analysis; Suboptimal Conclusions

The only problem is that most customer satisfaction data is sub-optimally and wrongly analyzed. It's treated as if the relationship between organization performance and customer satisfaction is linear; increase performance by 10% and satisfaction will improve by a similar increment. ***Paradoxically, customer satisfaction data is much more complicated!*** It follows a non-linear, asymmetric relationship, rendering classical statistical techniques like regression analysis inappropriate. [Ironically, most satisfaction programs derive their key drivers mistakenly using multiple regression! We believe this explains why so many CEOs have been disappointed with action plans that fail to produce an improvement in customer satisfaction.]

In the ***Customer Delight Principle***, we identify a better way to analyze, report and respond to satisfaction data. The process recognizes that the performance-satisfaction curve passes through three zones: the ***zone of pain***; the ***zone of mere satisfaction***; and the ***zone of delight***. In each zone the elasticity of satisfaction (how responsive satisfaction is to changes in performance) is dramatically different. With these zones identified, our process creates separate drivers for each of the two performance-responsive zones. This results in Drivers of Pain (those performance issues which if under-delivered disappoint customers) and Drivers of Delight (those performance issues which if delivered appropriately delight customers).

More Realistic Action Plans

The two sets of drivers are ideal for setting up action plans. With a substantial number of customers in pain, it's foolish and wasteful to attempt to create delight; the Drivers of Pain need to first be addressed. But, if a majority of one's customers are in the middle - 'merely satisfied', then one can focus on creating delight. The resulting action plan is totally sensitive to the actual satisfaction distribution. Without this unique perspective, action plans fall victim to ***casual drivers*** rather than the true ***critical drivers of satisfaction***.

If your organization is currently using conventional analytical procedures to analyze and report on your satisfaction scores, you're missing the insight to be gained from a delight-analysis and, more importantly, you may be misleading your management with unrealistic and inefficient improvement initiatives. Contact us and we'll show you how you can benefit from delight analysis:

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