

0. Introduction

Scope:

This report has been designed to allow you to quickly measure customer satisfaction and to easily identify ways of improving it.

Executive Summary:

The Executive Summary gives a quick overview of the relative strengths of each of the four major topics (Product Positioning, Customer Service, Total Quality and Competitive Positioning) from both the company's point of view as well as the relative importance of each topic to those customers surveyed. These two analyses are then compared to give a Customer Satisfaction rating (the Customer Satisfaction Index). Also shown is how well each of the topics are understood by customers and thereby enables you to prioritise your communication strategy.

Methodology:

Having printed out the Executive Summary and each of the topic summaries, you should be able to easily identify which topics require immediate attention by comparing each of the Overall Scores for each topic, the lowest value indicating the topic requiring the most attention. Also included in each summary is a ranked list of required next step actions. These give an indication of which actions would have the largest positive effect on the overall score for that topic.

Limitations:

Whereas the results of this survey lend themselves very well to a statistical analysis and prioritisation programme, the results presented are purely computer generated. As such the analysis and summary included here can never be as good as a professional interpretation of the results. However, that said, the results can be easily presented and understood, thus enabling an efficient process optimisation plan to be developed.

Definitions:

Definitions for all terms used in this report, including how The Gosling Group defines the four major topics can be found in the glossaries which precede both the Executive Summary and the topic sections.

Glossary of Terms(1)

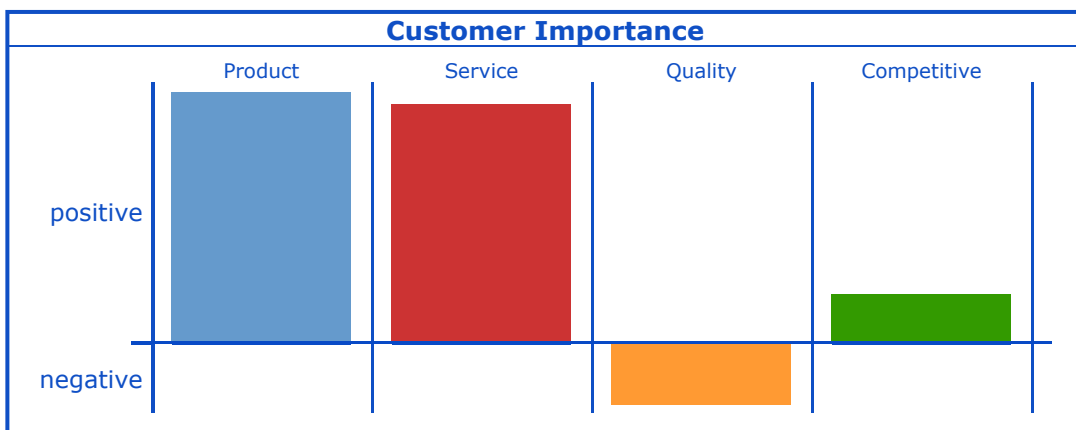
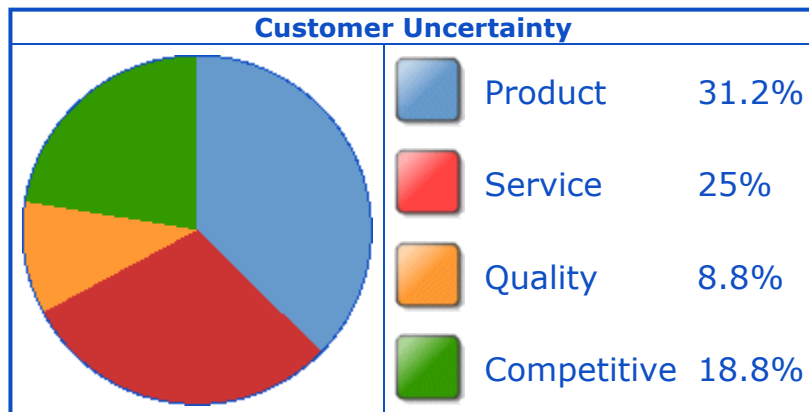
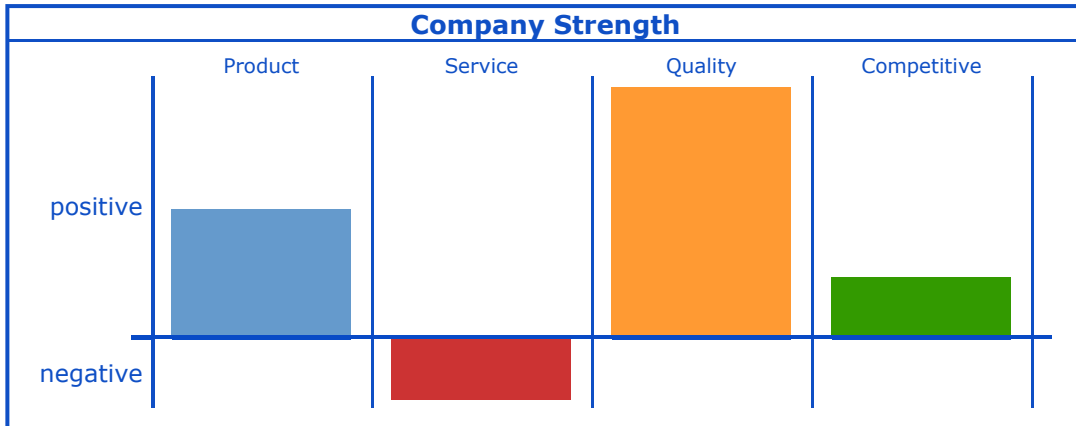
Executive Summary	
Company Strength:	Company Strength is a relative measure of how well the company performs in each of the areas, according to those customers surveyed. The higher the bar, the better the performance.
Product Positioning:	Product Positioning is a measure of how important your company's products and/or services are to your company. It is an indication of how well your company promotes its offerings to its customers.
Customer Service:	Customer Service is a measure of how your company manages its relationship to its customers. It is an indication of how easy it is for your customers to do business with your company.
Total Quality:	Total Quality is a measure of both the quality of your company's products and/or services and also whether your company has a quality culture. It is an indication of how comfortable your customers are in using your company's products.
Competitive Positioning:	Competitive Positioning is a measure of your company versus the competition. It is an indication of how competitive your company is in the market for the products and/or services which it offers.
Customer Uncertainty:	These figures are a measure of how many questions pertaining to each area were answered with ' <i>don't know</i> ' expressed as a percentage of all answers for each discipline. In other words, these figures represent how well each discipline is communicated by the company to those customers surveyed. These figures should be used as a comparison only, the largest number indicating the area which is communicated the worst and therefore where schooling is required the most. The pie-chart shows the results graphically.
Customer Importance:	Customer Importance is a relative measure of the importance of each area for an ideal supplier, according to those customers surveyed. The higher the bar, the more important the discipline is seen.
Customer Satisfaction Index:	This score compares how well the company performs in each of the areas (relatively) with the relative importance of the areas according to the customers. It can therefore be used as an indication of customer satisfaction: If the ranking of the four disciplines is the same in the results for both <i>Company Strength</i> and <i>Customer Importance</i> then a maximum score of +10 would be achieved. Conversely, if the ranking were the exact opposite, a result of 0 would be achieved. Scores in between these two values indicate how close the two rankings are to one another. The 'smiley face' gives a visual representation of the result.
Average CSI:	This is the mathematical average of all individual Customer Satisfaction Indices.
Weighted CSI:	This is the weighted average of all individual Customer Satisfaction Indices. The weighted average differs from the mathematical average in that the strength of each individual's satisfaction index is taken into account. This value is similar to a <i>skew</i> value in a statistical analysis. The weighted average is therefore an indication of how the mathematical average can be expected to change over time.



1. Executive Summary

Supplier: ACME Ltd

No. of Inputs: 20

Report Date: 13th August 2003



Customer Satisfaction Index				
Average		Overall score	Weighted	
	+ 5		+3	

Glossary of Terms(2)

Each Topic	
Definition:	This is The Gosling Group's definition of each topic and describes the criteria used to assess each one.
Overall Score:	This score is a summary of all results for each topic and is a measure of the performance of the company for those topics. This value should be compared to those from the other three areas in order to prioritise any follow-up activities. Following statistical analysis of the make up of this score, only overall scores below 87% imply that immediate action is necessary.
Status:	Based on the Overall Score, this text describes the current status of each topic within your company.
Recommended Actions:	Based on the results from the survey, it is possible to identify potential areas of weakness for the company in each topic, and to rank their importance accordingly. This list of recommendations is a summary of possible next step actions which could improve the company's standing in each area and is ranked, with the top action item having the maximum impact on the overall score and thus the highest priority.
Mean:	More accurately called the arithmetic mean , the mean is defined as the sum of scores divided by the number of scores. Put in other terms, the mean is the sum of measures observed divided by the number of observations.
Standard Deviation:	In a single statistic, the standard deviation tells the average amount a set of numbers differ from their mean. In other words, it tells us if the mean fairly represents the numbers in its set. A standard deviation less than or equal to 2 indicates a good representation, whereas a value greater than 4 implies that the mean is not representative of all the inputs.
Skew:	The skew of a distribution is an indication of its asymmetry, or in other words how unevenly the data is distributed about the mean. The skew is measured by comparing the mean with where the middle ranked observation falls. A skew value of less than or equal to $\pm 2\%$ is seen as symmetrical.
Communication Factor:	This figure is a measure of the number of questions per topic where the respondents were able to express an opinion as a percentage of all answers for each discipline. In other words, this figure represents how well the company communicates the topic concept to customers. A value of more than 90% is not seen as an issue; between 80% and 90% indicates there is cause for concern; below 80% shows a problem.
Company Strength:	Company strength is a measure of how well each topic is implemented within the company relative to the other three disciplines, according to those customers surveyed. 25% is typical.
Customer Importance:	Customer Importance is a measure of how important customers regard each topic for a supplier to be compared to that of the other three disciplines. 25% is typical. Ideally, this value should be the same as that for Company Strength, although a 20% base (5% actual) difference in value (max) is still acceptable.

2. Product Positioning

Supplier: ACME Ltd

Report Date: 7th August 2003

Definition:

Product Positioning is a measure of how important your company's products and/or services are to your company. It is an indication of how well your company promotes its offerings to its customers. A low overall score, for example, would imply that your company is not maximising its potential with its products, and that the customers are potentially frustrated with their lack of knowledge.

2.1 Summary for Product Positioning:

Overall Score:	Status:
67.9%	Your company does not appear to be actively promoting its current product portfolio to its customers. There is therefore a high chance that your company is missing business opportunities across the board.
	Recommended Actions (ranked): <ul style="list-style-type: none">● Follow up this analysis to discover why customers didn't give an even more positive input to the area of Product Positioning.●● Work with customers to show them the importance of Product Positioning to the company and how it is fulfilling its commitment to it.*● Implement new project work for the area of Product Positioning in order to better fulfill customers' expectations.‡● Strengthen lines of communication to customers so that they can share their views with the company as well as each other more easily.†

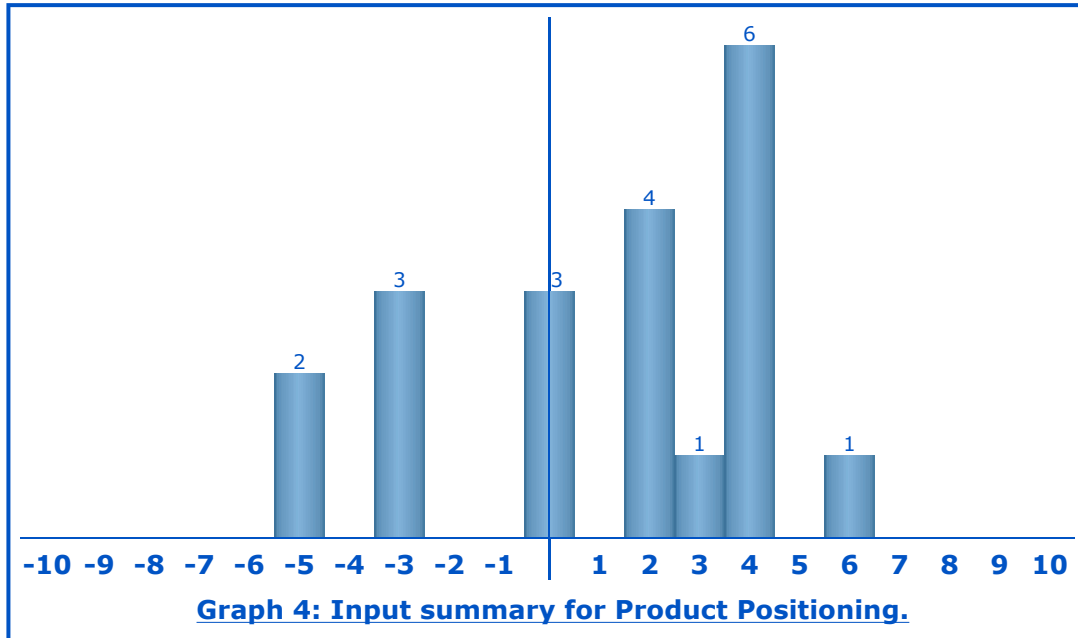
- In order to improve the mean for this discipline, more in-depth analysis is required. To achieve this the area of *Product Positioning* needs to be broken down further. The Gosling Group suggests that this area be broken down into the four areas of *Quality Value*, *Product Innovation*, *Product Portfolio* and *Competitive Positioning*, and each investigated separately.
- * Typically, customer education is best addressed by strengthening the company's relationships with its customers. Relationship building is best achieved at all levels of management wherever possible. Naturally not all customers can be visited by the highest levels of management and so a prioritisation programme is imperative. By implementing such a programme, the company's activities regarding *Product Positioning* will automatically be communicated.
- ‡ A mismatch between Company Strength and Customer Importance is critical for the company and best analysed by investigating the survey inputs further. Key to addressing this problem is answering the question: 'Why do those customers surveyed believe that the company is not addressing *Product Positioning* properly?'
- † In order to reduce the variation of inputs from customers it is important that the customers all receive the same message regarding *Product Positioning*. This can be achieved through articles in the press, a company newsletter (for customers) or customer/supplier partnership programmes, for example.

2. Product Positioning

Supplier: ACME Ltd

Report Date: 7th August 2003

2.2 Graphical Summary of Inputs:



2.3 Statistical Analysis:

Mean:	Standard Deviation:	Skew:
$\frac{\sum x}{n}$ 1.1	$\sqrt{\frac{\sum (x-\bar{x})^2}{n-1}}$ 3.3	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$ 8.2%
<ul style="list-style-type: none"> With a mean of 1.1, Product Positioning is a discipline suitably covered by the company, and a standard deviation of 3.3 means that this assessment may be taken as a moderate indicator of the inputs to the survey. A skew of 8.2% implies that these results are forecasted to automatically turn more positive, as the inputs were positively weighted about the mean. 		

2.4 Company Implementation:

Communication Factor:	Company Strength:	Customer Importance:
68.8%	29.3%	46.7%
<ul style="list-style-type: none"> With a 68.8% communication factor, customers do not know the company's position towards the area of Product Positioning. With a company strength factor of 29.3% and a customer importance factor of 46.7% the company has correctly positioned this discipline, but its importance may still not be fully appreciated by the company as required by the customer base. 		

3. Customer Service

Supplier: ACME Ltd

Report Date: 7th August 2003

Definition:
Customer Service is a measure of how your company manages its relationship to its customers. It is an indication of how easy it is for your customers to do business with your company. A low overall score, for example, would imply that your company is not customer orientated and that the customers do not know how your company operates.

3.1 Summary for Customer Service:

Overall Score:	Status:
63.2%	Customers are concerned about doing business with your company. They question the professionalism of your organisation and are therefore not overly keen to work closer with you.
	Recommended Actions (ranked):
	<ul style="list-style-type: none"> ● Investigate the discipline of Customer Service in greater detail together with customers to identify how the mean could be improved upon.● ● Identify exactly what is required to be successful in the field of Customer Service according to customers and implement accordingly.‡ ● Educate customers in what the company is undertaking for the area of Customer Service.*

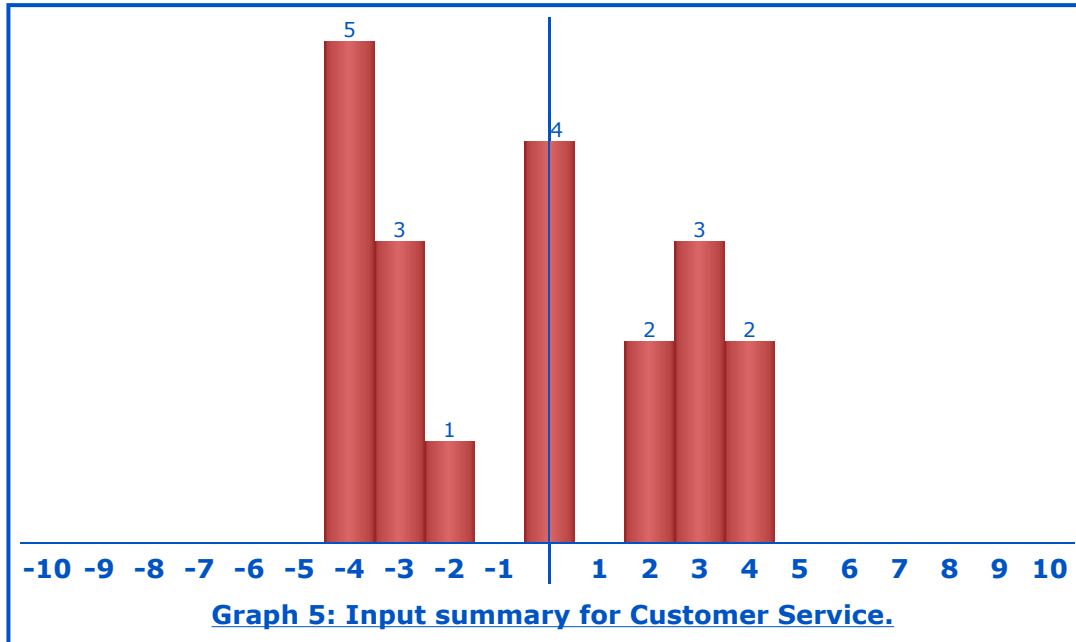
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- In order to improve the mean for this discipline, more in-depth analysis is required. To achieve this the area of *Customer Service* needs to be broken down further. The Gosling Group suggests that this area be broken down into the four areas of *External Interface*, *Organisation*, *Customer Satisfaction* and *Competitive Positioning*, and each investigated separately.
 - ‡ A mismatch between Company Strength and Customer Importance is critical for the company and best analysed by investigating the survey inputs further. Key to addressing this problem is answering the question: 'Why do those customers surveyed believe that the company is not addressing *Customer Service* properly?'
 - * Typically, customer education is best addressed by strengthening the company's relationships with its customers. Relationship building is best achieved at all levels of management wherever possible. Naturally not all customers can be visited by the highest levels of management and so a prioritisation programme is imperative. By implementing such a programme, the company's activities regarding *Customer Service* will automatically be communicated.

3. Customer Service

Supplier: ACME Ltd

Report Date: 7th August 2003

3.2 Graphical Summary of Inputs:



3.3 Statistical Analysis:

Mean:		Standard Deviation:		Skew:	
$\frac{\sum x}{n}$	-0.5	$\sqrt{\frac{\sum (x-\bar{x})^2}{n-1}}$	3	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	6.2%
<ul style="list-style-type: none"> With a mean of -0.5, Customer Service is seen by customers as a problem for the company, and a standard deviation of 3 implies that this assessment is representative of the feelings expressed in the survey. A skew of 6.2% indicates that these results will tend to change for the better relatively quickly, due to the greater number of inputs to the positive of the mean. 					

3.4 Company Implementation:

Communication Factor:	Company Strength:	Customer Importance:
75%	0%	44.4%
<ul style="list-style-type: none"> With a 75% communication factor, customers seem not to be sure at all about the company's achievements in the discipline of Customer Service. With a company strength factor of 0% and a customer importance factor of 44.4% the company does not appear to recognise the requirements needed for this area. 		

4. Total Quality

Supplier: ACME Ltd

Report Date: 7th August 2003

Definition:

Total Quality is a measure of both the quality of your company's products and/or services and also whether your company has a quality culture. It is an indication of how comfortable your customers are in using your company's products. A high overall score, for example, would imply that your company is focused on quality and that your customers perceive that by using your company's products, value is added to their own product offerings.

4.1 Summary for Total Quality:

Overall Score:	Status:
72.9%	Customers are of the opinion that your company does not have the correct focus on quality and service. But the fact that they are willing to give you this feedback shows that they still have faith in your company. Your company must react quickly, however, in order to turn this situation around.
	Recommended Actions (ranked): <ul style="list-style-type: none">● Decrease activities in the area of Total Quality according to customers' requirements.‡● Identify which areas within the area of Total Quality customers are unhappy with by analysing this field in more detail.●

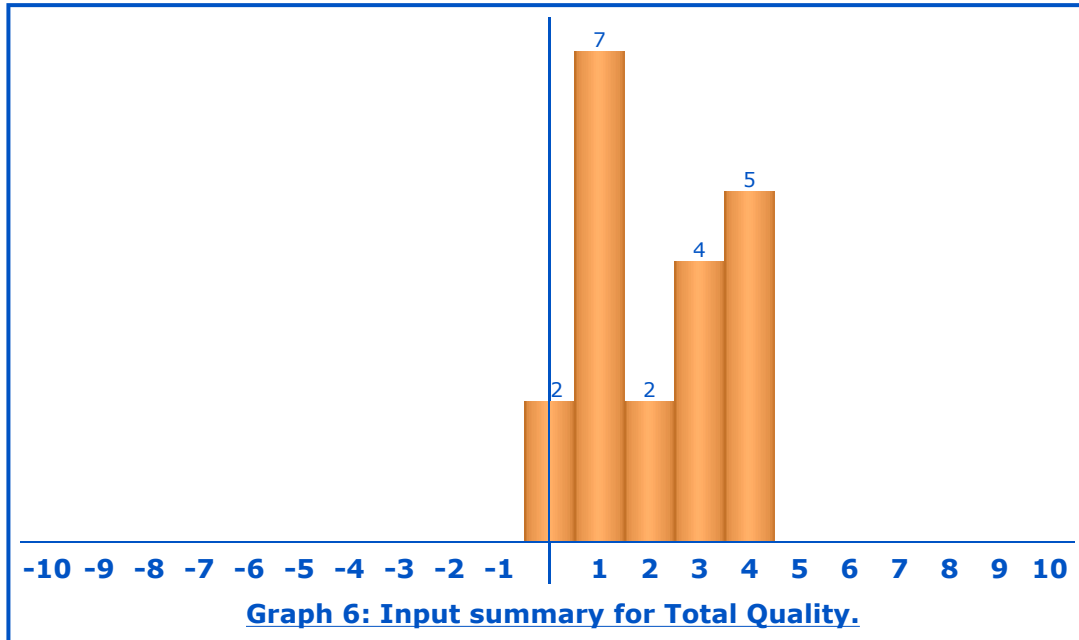
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- ‡ A mismatch between Company Strength and Customer Importance is critical for the company and best analysed by investigating the survey inputs further. Key to addressing this problem is answering the question: 'Why do those customers surveyed believe that the company is not addressing the area of *Total Quality* correctly?'
- In order to improve the mean for this discipline, more in-depth analysis is required. To achieve this the area of *Total Quality* needs to be broken down further. The Gosling Group suggests that this area be broken down into the four areas of *Management Responsibility*, *Resource Management*, *Process Optimisation* and *Product*, and each investigated separately.

4. Total Quality

Supplier: ACME Ltd

Report Date: 7th August 2003

4.2 Graphical Summary of Inputs:



4.3 Statistical Analysis:

Mean:		Standard Deviation:		Skew:	
$\frac{\sum x}{n}$	2.2	$\sqrt{\frac{\sum (x-\bar{x})^2}{n-1}}$	1.4	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	-5%
<ul style="list-style-type: none"> With a mean of 2.2, Total Quality is suitably implemented by the company, and a standard deviation of 1.4 indicates that this assessment gives a true overall picture of the sentiments recorded by the survey. A skew of -5% shows that these results should slowly get worse, because of the larger percentage of negative responses from the mean in the sample. 					

4.4 Company Implementation:

Communication Factor:	Company Strength:	Customer Importance:
91.2%	57.3%	0%
<ul style="list-style-type: none"> With a 91.2% communication factor, customers appear to be fully aware of the company's activities in the area of Total Quality. With a company strength factor of 57.3% and a customer importance factor of 0% the company seems to invest too much time and effort in this field. 		

5. Competitive Positioning

Supplier: ACME Ltd

Report Date: 7th August 2003

Definition:

Competitive Positioning is a measure of your company versus the competition. It is an indication of how competitive your company is in the market for the products and/or services which it offers. A high overall score, for example, would imply that your company is better than the competition and that the customers have no qualms with using, or recommending, your company's product offerings.

5.1 Summary for Competitive Positioning:

Overall Score:	Status:
77.5%	Customers see your company as competitive, although not the market leader. They have no problems in buying products and/or services from your company, but are always looking for alternatives. If your customers were to embark on a 'vendor reduction' programme, your company would probably be considered, but work would need to be undertaken to secure a place in the vendor list.
	Recommended Actions (ranked):
	<ul style="list-style-type: none">● Research further into the field of Competitive Positioning to find out why customers marked this area down from the maximum.● Show customers what programmes the company is executing in the area of Competitive Positioning and why.*

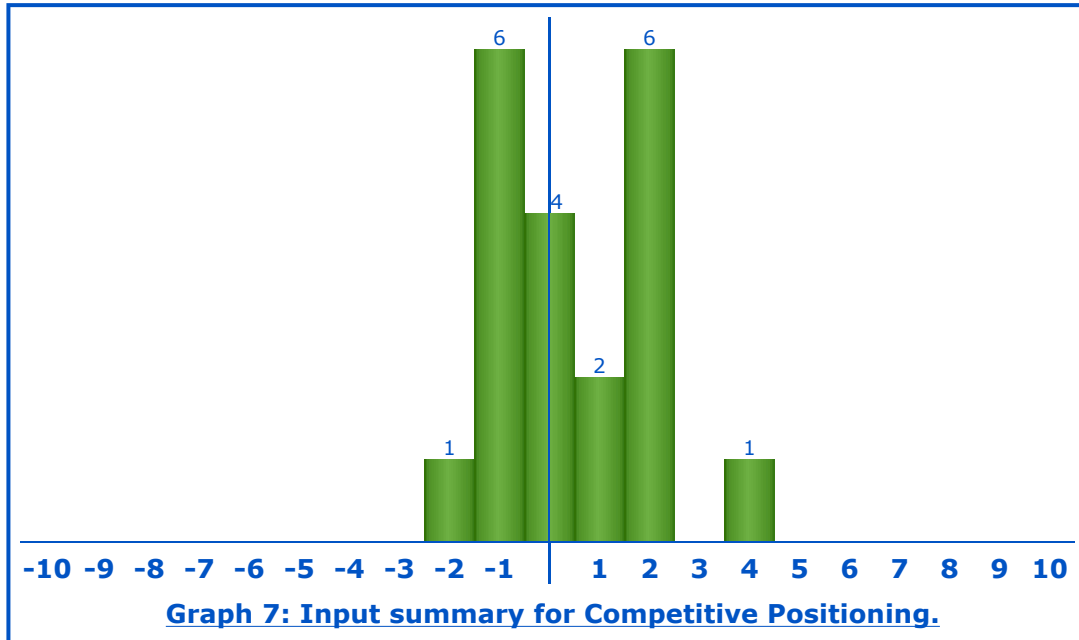
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- In order to improve the mean for this discipline, more in-depth analysis is required. To achieve this the area of *Competitive Positioning* needs to be broken down further. The Gosling Group suggests that this area be broken down into the four areas of *Quality Value*, *Product Portfolio*, *Total Quality* and *Total Service*, and each investigated separately.
 - * Typically, customer education is best addressed by strengthening the company's relationships with its customers. Relationship building is best achieved at all levels of management wherever possible. Naturally not all customers can be visited by the highest levels of management and so a prioritisation programme is imperative. By implementing such a programme, the company's activities regarding *Competitive Positioning* will automatically be communicated.

5. Competitive Positioning

Supplier: ACME Ltd

Report Date: 7th August 2003

5.2 Graphical Summary of Inputs:



5.3 Statistical Analysis:

Mean:		Standard Deviation:		Skew:	
$\frac{\sum x}{n}$	0.5	$\sqrt{\frac{\sum (x-\bar{x})^2}{n-1}}$	1.6	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	-8.3%
<ul style="list-style-type: none"> With a mean of 0.5, Competitive Positioning is not a major problem area for the company, and a standard deviation of 1.6 shows that this assessment is a good summary of the results submitted in the survey. A skew of -8.3% means that these results can be expected to get worse without any intervention, due to the negative responses from the mean being in the majority within the sample. 					

5.4 Company Implementation:

Communication Factor:	Company Strength:	Customer Importance:
81.2%	13.3%	8.9%
<ul style="list-style-type: none"> With an 81.2% communication factor, customers have obvious problems relating to the company's stance in the field of Competitive Positioning. With a company strength factor of 13.3% and a customer importance factor of 8.9% the company would seem to know how it should approach this area. 		