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Quotes from those who completed the study about client satisfaction surveys:

“Don’t tell anyone, but I can’t gather the internal support to conduct either image studies or client satisfaction surveys into our organization.”

“Paper surveys are best. Email surveys are dead.”

“Highly recommended

“We hold BD people responsible for the number of completed surveys.”

“We found out about project problems. We had no idea those problems existed. We were able to do damage control early on. Likewise we can relay to the project team the great things clients tell us”

“Our one-time shot was an eye opener for our management team. They began to realize the significance and what collecting this data could do for us in the long run.”



Getting the most from your client satisfaction survey program

by Dennis Schrag

Convergys, the global client relationship consulting organization headquartered in Cincinnati, released the results of a significant study, “What Service Customers Really Want,” in the *Harvard Business Review* in September 2009.

- Treats me like a valued customer (62%)
- Demonstrates desire to meet my needs. (54%)
- Is good value for the money (49%)
- Has courteous employees (45%)
- Is a brand I can trust (43%)

Here is the condensed version of the findings. Convergys identified the dimensions of service U.S. customers most wanted service providers to measure. (The study was a broad study involving all types of customer service.) Here is what the clients want:

- Has knowledgeable employees (65%)
- Understands my needs early in the relationship (64%)

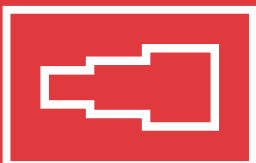
The study noted that customers are not very forgiving for breaches in service. They tend to “disappear without the slightest warning” from organizations that fail to deliver and fail to admit and correct the problem(s).

In April, the Longview Group conducted a study about the use of client satisfaction surveys among architects, engineering and constructions organizations nationally.

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INSIGHTS...IN SIGHT

More than 300 responses were gathered from a very representative sample of organizations based on size, geographic location and services provided.

Client-satisfaction studies measure the degree to which customer expectations of a product or service are met or exceeded. Corporate and individual customers may have widely differing reasons for purchasing a service. Any measurement of satisfaction will need to take into account such differences.

Here are a few of the results. 72 percent of Longview Group study respondents reported they used a client-satisfaction study. Here is what respondents to the Longview Group study said in response the question, “What information do you seek from your clients? (Multiple responses provided)

- Project communications (93%)
- Professionalism of staff (93%)
- Timeliness (91%)
- Technical quality (90%)
- Clarity-documents (80%)
- Efficiency (80%)

There is considerable congruence between what the Convergys study recommendations and what the Longview Group respondents reported.

The Longview Group study investigated how the organizations use the compiled client data. (Multiple responses were allowed)

- Project management improvement (91%)
- Project team improvement (73%)
- Staff performance management (60%)
- Marketing/branding (67%)
- Source of testimony (66%)
- Proposals/interviews (45%)
- Staff training (40%)

When asked when client feedback is collected, the Longview Group responded reported:

- At project completion (85%)
- At 25 percent completion (12%)
- At 50 percent completion (33%)
- As needed (32%)

Those organizations that collect feedback during the project have a real advantage. They can intervene in a sour project and “fix” the customer service issue before the project is completed. The possibility of the hard-won client “disappearing” permanently is diminished.

The Longview study asked respondents to place a value on the data collected. Here is what they said:

- Exceptionally valuable (51%)
- Useful (44%)
- Disappointing (4%)
- Little use (1%)

How can organizations optimize their client feedback results?

- Know your organizations five most critical “moments of truth” in dealing with each client.
- Provide the results of your customer satisfaction program to employees and managers on a weekly or monthly basis. Keep client service in front of employees routinely.
- Let clients know the impact their feedback has on your organization. Thank them for the opinions.
- Seek to measure the detractor’s conversion rates. What percentage of dissatisfied clients were you able to “turn around” through concerted actions? Report the conversions rates internally.
- Place a reasonable dollar value of keeping a distracter verses winning a new client.

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