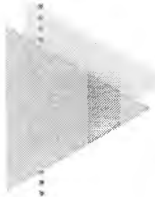


The Road to Success is Paved with Customer Satisfaction

Richard A. Feinberg, Ph.D.
Center for Customer Driven Quality
The Annual Purdue Road School
March 1999

INDOT SENDS PAYCHECKS
TO THEIR EMPLOYEES
WITH THE FOLLOWING
MESSAGE PRINTED ON THE
CHECK: "BROUGHT TO YOU
BY A VERY APPRECIATIVE
TAXPAYERS



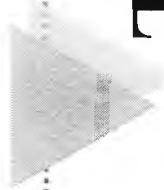
THE DOLLAR BILLS THE
CUSTOMER GETS FROM THE
TELLER IN FOUR BANKS
ARE THE SAME . WHAT IS
DIFFERENT ARE THE
TELLERS.

STANLEY MARCUS



INDOT EMPLOYEE TO

CUSTOMER- “ANY
CHANCE YOU COULD DO
YOUR OWN PAPERWORK,
RING YOURSELF UP AND
SAY THANK YOU COME
AGAIN ON YOUR WAY
OUT THE DOOR”



The roads and bridges that
Hoosier Families travel on are the
same what is different is the.....



ARE YOU GOING TO BE A
VENDING MACHINE OR ...

ADD VALUE



WHO'S #1?

Fran Will Not Move Despite...

- ◆ **More money**
- ◆ **More prestige**
- ◆ **Better cities....Because**





**IF YOU ARE NOT
ROMANCING YOUR
CUSTOMERS...**

WHO IS?

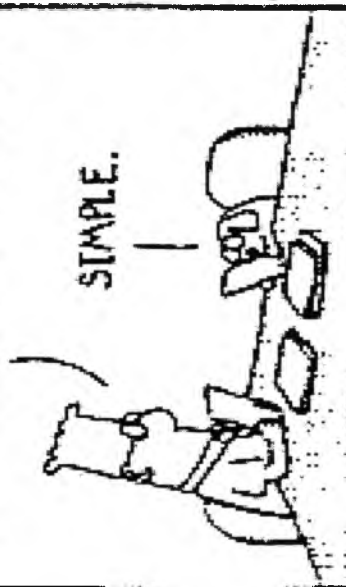


MY BIAS

COMPANIES AND INSTITUTIONS
SHOULD STRIVE FOR WOW..100%
CUSTOMER SATISFACTION EACH
AND EVERY TIME AND AT EACH
AND EVERY OPPORTUNITY.



I HAVE TO TURN THIS
FIFTY-PAGE PROPOSAL
INTO A ONE-PARAGRAPH
EXECUTIVE SUMMARY FOR
OUR CEO. IT'S IMPOSSIBLE.

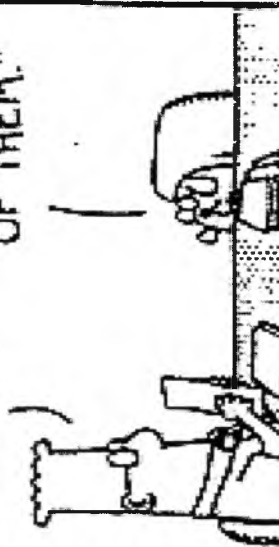


HOW ABOUT "GIVE US
THREE MILLION DOLLARS
SO WE CAN BUY COOL
TECHNOLOGY, PUMP UP OUR
RÉSUMÉS AND ESCAPE
THIS FESTERING BOLL
YOU CALL A COMPANY"?



I FEEL
OBLIGATED
TO SAY
SOMETHING
ABOUT OUR
CUSTOMERS.

HOW ABOUT
"I'M GLAD
I'M NOT ONE
OF THEM."



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5/20/98 E-mail: SCOTT@ADVERTISING.COM

WHY DO BUSINESSES LOSE CLIENTS?

SURVEY SAYS

3% MOVED AWAY

5% DEVELOPED OTHER RELATIONSHIPS

9% COMPETITIVE REASONS

14% DISSATISFIED BY PRODUCT/SERVICE

69% FEEL, THINK, PERCEIVE THAT YOU

DON'T CARE



SURVEY- WHY ARE YOU LOYAL?

◆ BECAUSE THE COMPANY CARES

C....CREATE

A

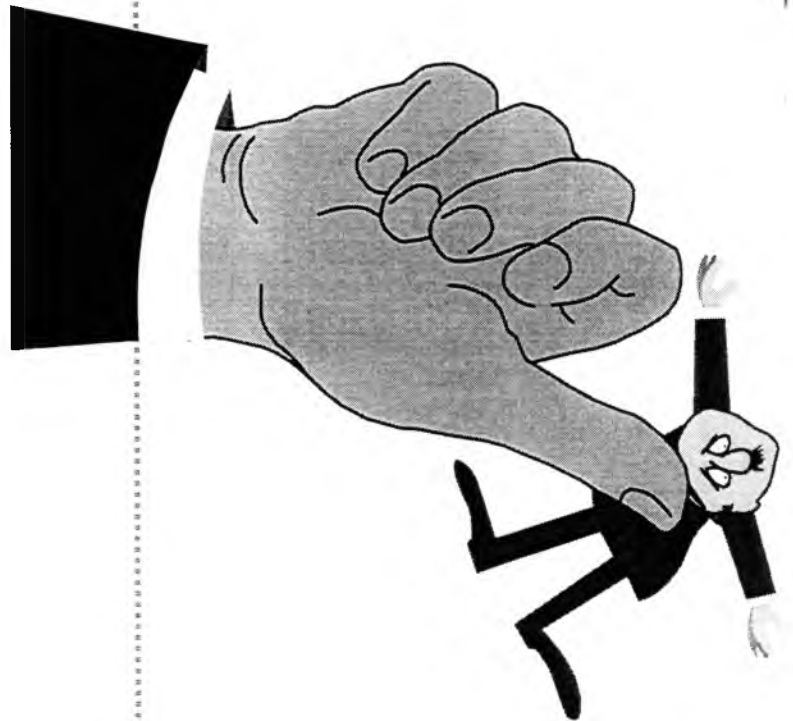
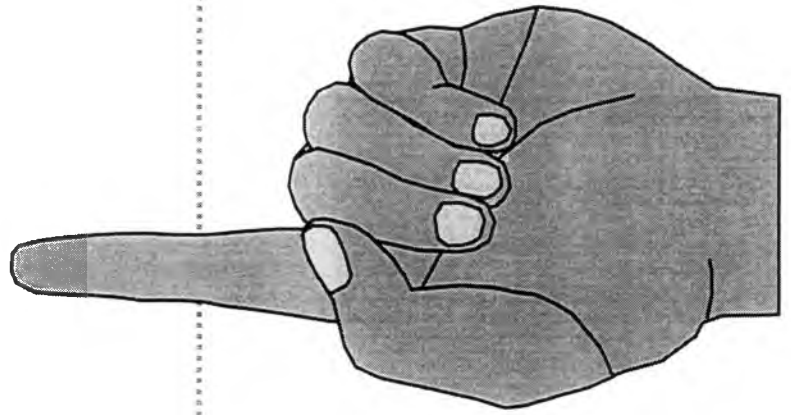
R....RELATIONSHIP

E....EVERYWHERE



HOW SPECIAL DO YOU


FEEL?

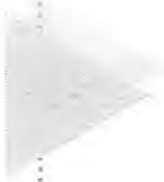




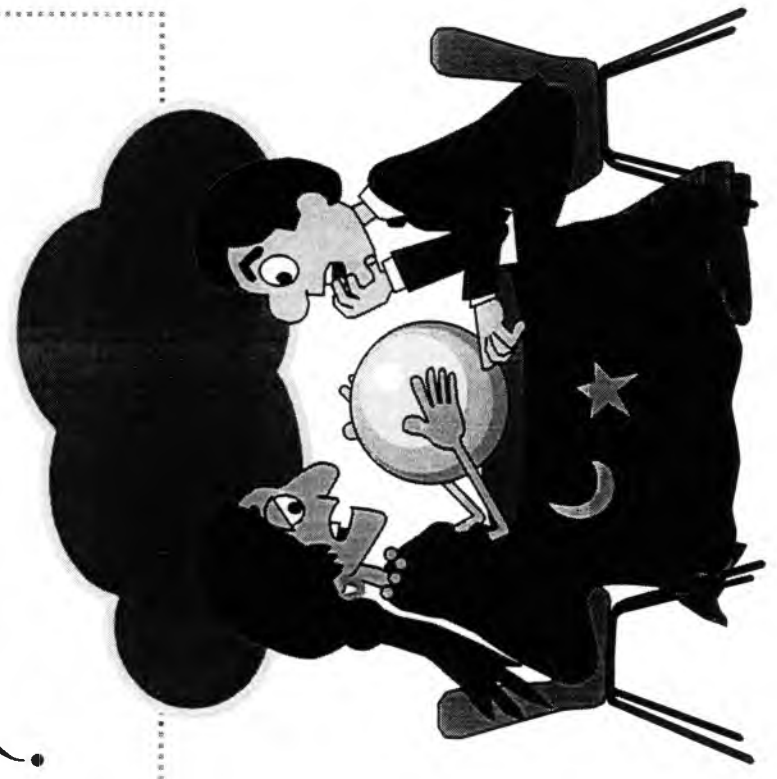
THE GOAL OF ALL THIS

**IF YOU WERE A HOOOSIER CONSUMER
AND YOU CAME TO INDOT AFTER
DEALING WITH OTHER PUBLIC
OFFICES IN ALL YOUR COMPETITORS
CAN YOU GUARANTEE THAT THE
PLACE YOU WOULD ENJOY DOING
BUSINESS IS INDOT JUST BECAUSE
OF HOW IT FEELS.....**





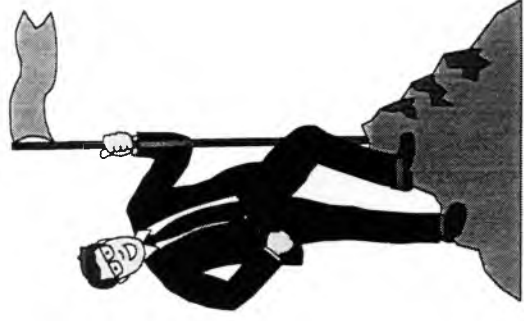
WHY SHOULD I SUPPORT INDOT?



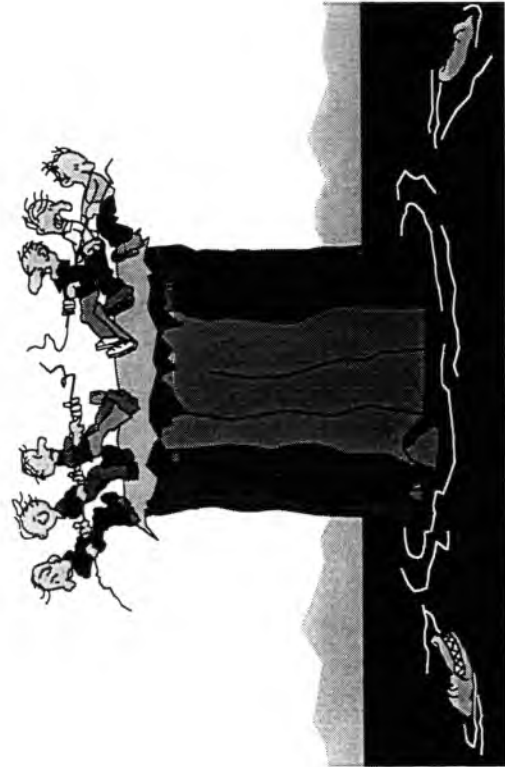
YOUR “IT” MUST BE
GREAT....

THE THREE ESSENTIAL QUESTIONS???????

- ◆ WHO IS MY CUSTOMER?
- ◆ WHAT DO THEY WANT?
- ◆ HOW CAN I DELIVER IT BETTER
THAN THE COMPETITION?



Customer Priorities and Producer Priorities Differ



Producer Priorities

- ◆ Productivity
- ◆ Schedule
- ◆ Standards
- ◆ Cost
- ◆ Volume

Customer Priorities

- ◆ HELP SAVE MONEY
- ◆ HELP SAVE TIME
- ◆ GET WHAT I WANT
- ◆ MAKE IT ENJOYABLE




**IF YOU THINK YOU ARE SO
COMPELLING...THINK
AGAIN!**

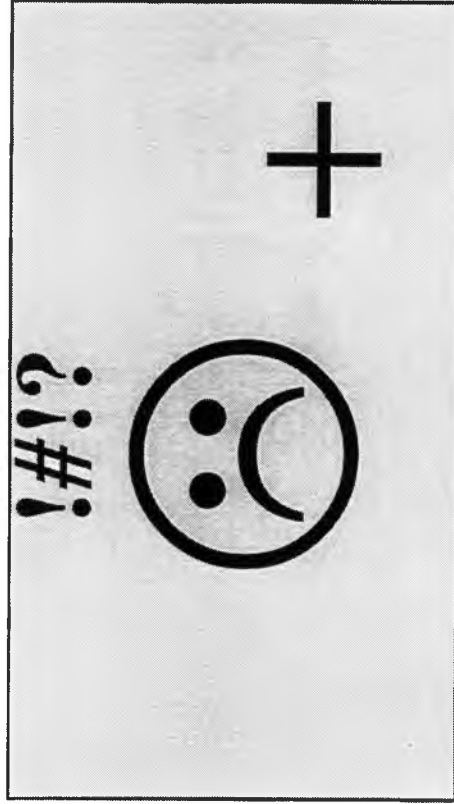




THE ULTIMATE TOY STORE

- ◆ PLEASE TOUCH THE MERCHANDISE
 - ◆ FEEL FREE TO PLAY WITH EVERYTHING IN THE STORE (EXCEPT THE EMPLOYEES)
 - ◆ IF YOU BREAK IT RELAX- WE KNOW YOU DIDN'T MEAN IT
 - ◆ FOOD AND DRINKS ALLOWED- ENJOY
 - ◆ NO SHOES, NO SHIRT, NO SWEAT
 - ◆ OUR TOYS CARRY A LIFETIME GUARANTEE
 - ◆ MOST IMPORTANTLY, OUR EMPLOYEES HAVE BEEN INSTRUCTED NOT TO SAY “HAVE A NICE DAY”
- 

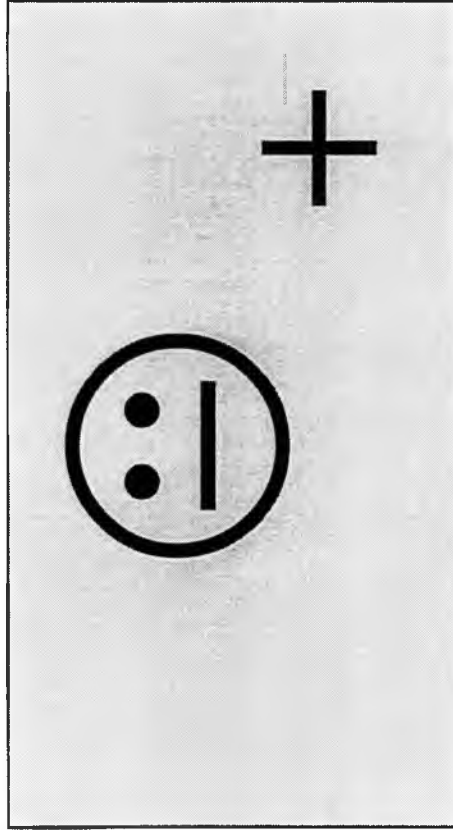
Your customer segments



Dissatisfied

High risk of loss to competition

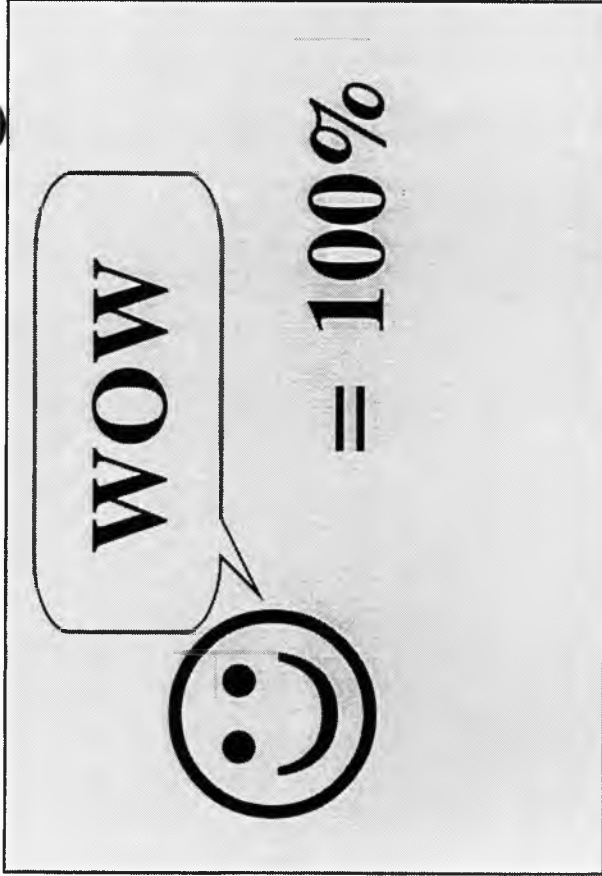
Your customer segments



Satisfied

May jump to competition if opportunity occurs

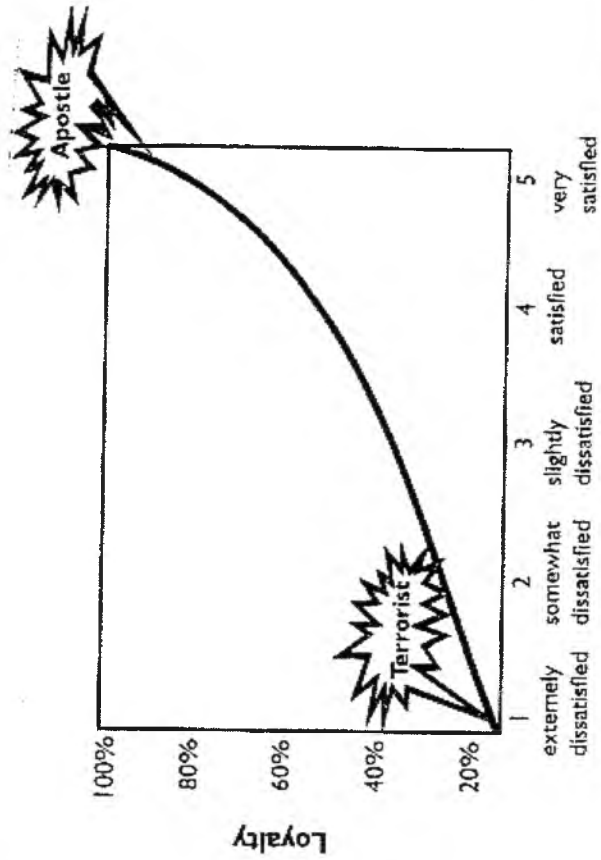
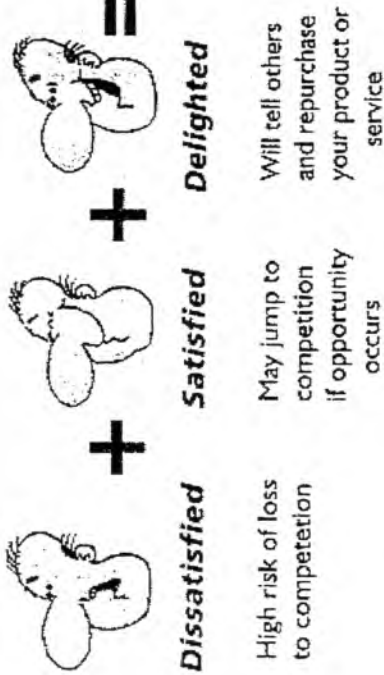
Your customer segments



Delighted

**Will tell others and repurchase your product
or service**

WHY IT PAYS TO DELIGHT THE CUSTOMER

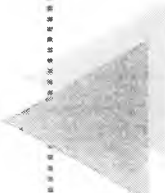




THE ESSENTIAL POINT!

- ◆ ONLY SATISFIED CUSTOMERS
RETURN
- ◆ THE CUSTOMER DOES NOT GET UP IN
THE MORNING AND SAY, “WHAT
CAN I DO FOR BUT WHAT
CAN DO FOR ME” ...

And you know what. If you don't do it...



Strategic improvement matrix

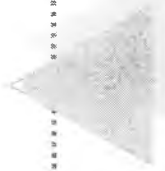
High Impact	Critical improvement areas	High leverage
Low	Lower priority for improvement	Lower leverage
	Low	High
	Attribute performance	

THE SECRETS

- ◆ **SUCCESSFUL SELLING IS RELATIONSHIP**
- ◆ **KNOW YOUR TOP 50**
- ◆ **MAINTAIN CONSISTENT AND VALUE BASED CONTACT WITH PROSPECTS AND CLIENTS**
- ◆ **DELIVER EFFECTIVE COMPELLING MESSAGES**
- ◆ **MEASURE**
- ◆ **BEG FOR COMPLAINTS**
- ◆ **BRING CUSTOMERS INTO THE ORGANIZATION**

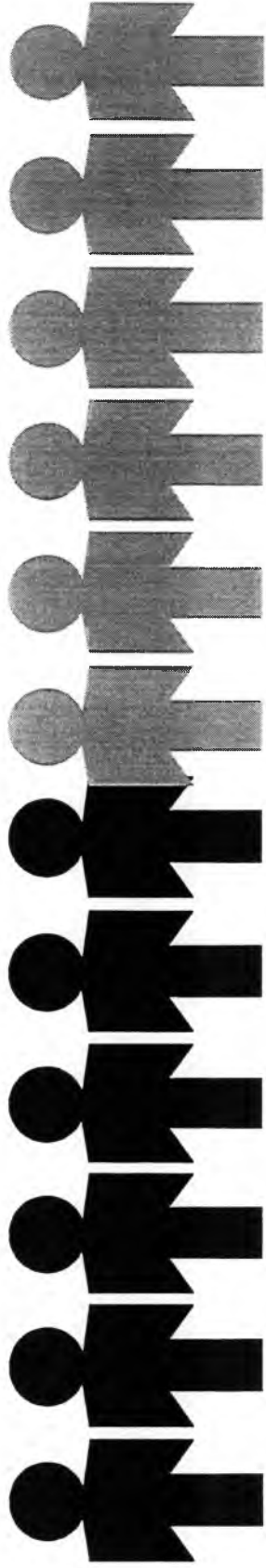


MORE SECRETS.....

- ◆ SEND ORGANIZATION OUT TO CUSTOMER
 - ◆ GUARANTEES ARE POWERFUL
 - ◆ THANK YOUS ARE POWERFUL
 - ◆ HIRE EAGLES NOT DUCKS
 - ◆ CREATE A CHAMPION
 - ◆ HARNESS COMPUTERS
 - ◆ MAKE THE COMMITMENT
- 

All customers are NOT the same

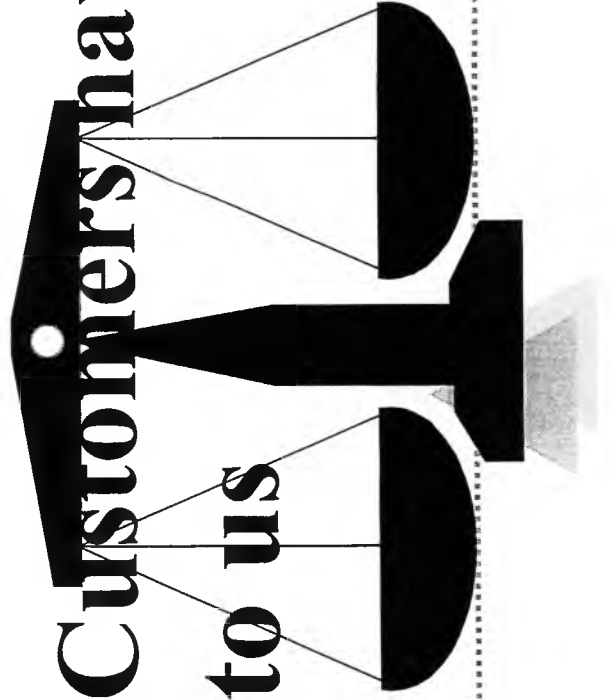
**◆ Treat *different*
customers differently**




1 TO 1

◆ **Customers have different needs**
from us

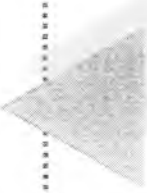
◆ **Customers have differing values**
to us





THE ULTIMATE
SECRET ... “WOW”


PROVIDE AN EXPERIENCE OVER TIME
SUCH THAT THE CONSUMER WILL
VIEW YOUR CREDIT UNION AS THE
ONE OF CHOICE





THAT'S NOT MY JOB....

This is a story about four people named everybody, somebody, anybody, and nobody. There was an important job to be done and everybody was sure that somebody would do it. Anybody could have done it. But nobody did it. Somebody got angry about that, because it was everybody's job. Everybody thought anybody could do it. But nobody realized that everybody wouldn't do it. It ended up that everybody blamed somebody when nobody did what anybody could have...






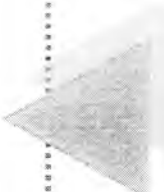
FLY WITH THE EAGLES.....
...NOT DUCKS

SO HIRE EAGLES

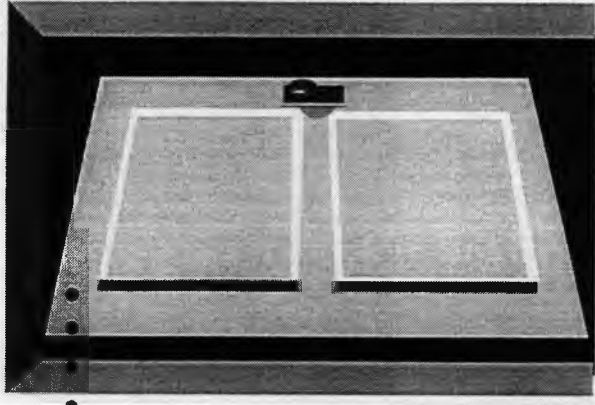




“TALKING TO CUSTOMERS
TENDS TO COUNTERACT
THE MOST SELF
DESTRUCTIVE HABIT OF
ALL COMPANIES... THAT OF
LISTENING TO OURSELVES”



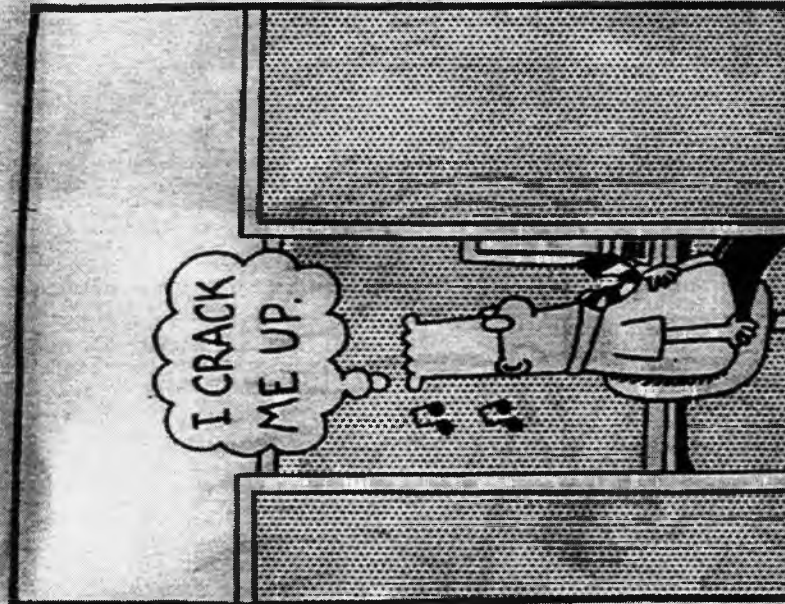
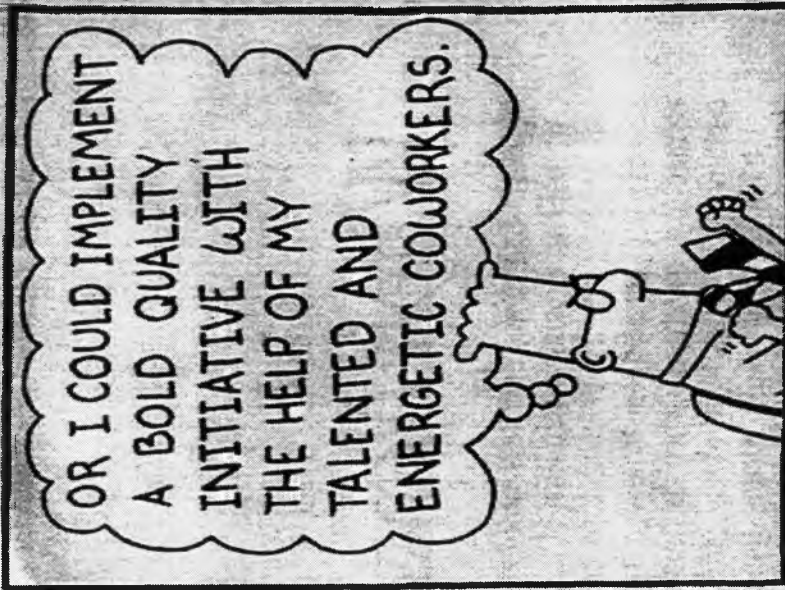
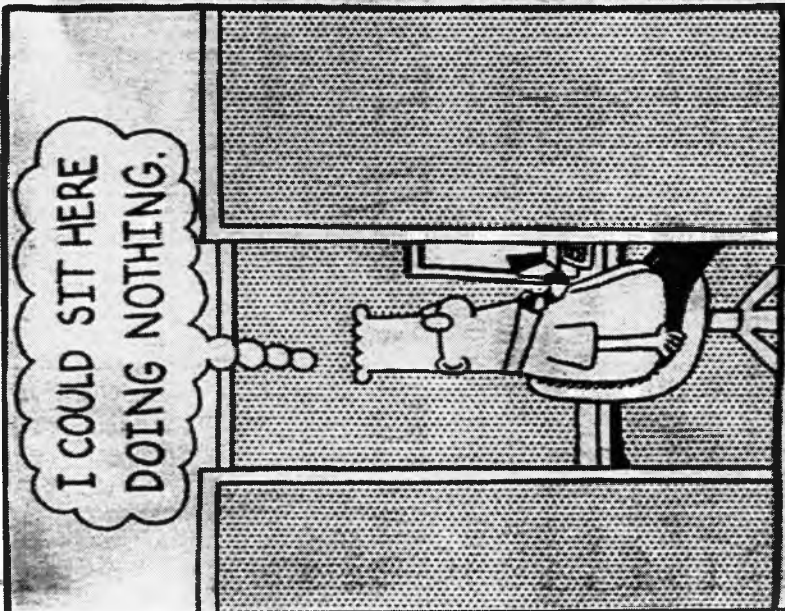
GET THE VICE PRESIDENT'S
TO THE FRONT DOOR.



WHO IS MY CUSTOMER?

WHAT IS IMPORTANT TO THEM?

WHAT IS THE COMPETITION DOING
AND HOW CAN I DO IT BETTER?



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S. Adams www.unitedmedia.com


THE ESSENCE

- ◆ I DON'T KNOW WHO YOU ARE
- ◆ I DON'T KNOW YOUR COMPANY
- ◆ I DON'T KNOW YOUR PRODUCT/SERVICE
- ◆ I DON'T KNOW WHAT YOUR COMPANY STANDS FOR
- ◆ I DON'T KNOW YOUR CUSTOMERS
- ◆ I DON'T KNOW YOUR COMPANY'S RECORD
- ◆ I DON'T KNOW YOUR COMPANY'S REPUTATION
- ◆ NOW... WHAT WAS IT YOU WANTED TO SELL ME?



THE GOAL OF ALL THIS

IF YOU WERE A CUSTOMER AND YOU
CAME TO INDOT CAN YOU
GUARANTEE THAT YOU WOULD
ENJOY DOING BUSINESS JUST
BECAUSE OF HOW IT FEELS....



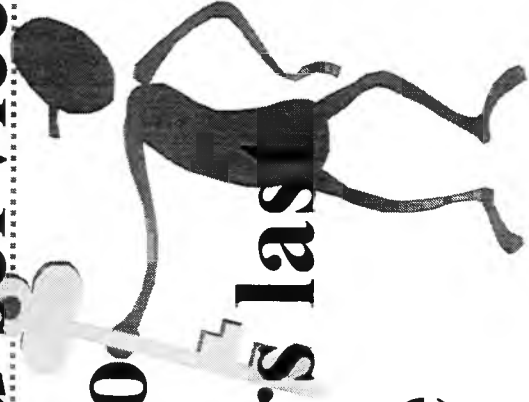
It's The Customer STUPID....

◆ Your products and services

come and go

◆ Your customers last

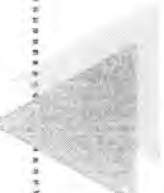
a lifetime






I PLEDGE.....


**I PLEDGE TO TELL EVERY ONE OF MY
CUSTOMERS NEXT WEEK HOW
IMPORTANT THEY ARE TO OUR
BUSINESS AND FIND OUT
SOMETHING THEM. I PROMISE TO
MAKE CUSTOMERS A GREATER
PRIORITY BECAUSE I KNOW THAT
EVERYTHING WE HAVE IS A RESULT
OF THESE CUSTOMERS.**






I PLEDGE.....

I PLEDGE TO TELL EVERY ONE OF MY
EMPLOYEES NEXT WEEK HOW
IMPORTANT THEY ARE TO OUR
BUSINESS AND FIND OUT
SOMETHING ABOUT THEIR
PERSONAL LIFE. I PROMISE TO MAKE
EMPLOYEES A GREATER PRIORITY
BECAUSE I KNOW THAT
EVERYTHING WE DO IS BECAUSE
THEY DO IT.



ANY QUESTIONS?????





THANK YOU FOR YOUR
KIND ATTENTION

RICHARD FEINBERG
DEPARTMENT OF CONSUMER
SCIENCES AND RETAILING
PURDUE UNIVERSITY
WEST LAFAYETTE, IN 47907
765 494 8301 (494 0869 FAX)
XDJ1@PURDUE.EDU

