SCANTRON
SURVEY SERVICES

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Survey Services Newsletter

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DRIVE PROFITABILITY BY MANAGING THE CUSTOMER EXPERIENCE FOR FINANCIAL INSTITUTIONS

- Thurs., July 14th at 12:00 PM MDT
- Tues., Aug. 16th at 12:00 PM MDT

MEASURING, MONITORING AND IMPROVING EMPLOYEE ENGAGEMENT TO DRIVE PROFITABILITY

- Thurs., July 14th at 2:00 PM MDT
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Customer Experience Management

Understanding Customer Needs – Back to Basics

By Margaret Henry, Ph.D., Senior Research Analyst, Scantron Survey Services

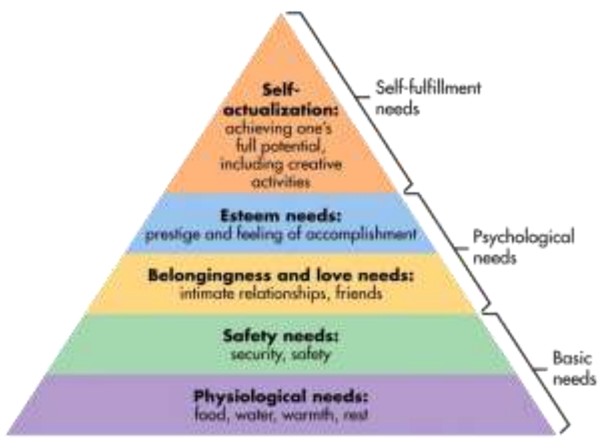
Providing the best experience for customers is at the top of the priority list for most organizations. In the current "experience economy", the customer experience is viewed as one of the most powerful differentiators between businesses. Understanding the dynamics of this area is no longer a mere interest, but has become a necessity for the continued success and growth for organizations.

Like most important areas, customer experience is a multi-dimensional and rather complicated concept. When we talk about the customer experience, we are talking about the perception a customer has of their interactions with an organization. If these perceptions are to be positive, then the needs and expectations of the customer must be met.

Again, this is a highly complex issue. Identifying and understanding the needs and expectations of customers is an intricate task. When faced with such a task, the best approach to addressing it would be to start with the basics. Since we are dealing with the needs of human beings (the customers), the springboard should be the field of psychology.

Back to Basics (Cont'd.)

The most popular theory of human needs and motivation was provided in 1943 by psychologist Abraham Maslow. He maintained that all humans are motivated by needs on five different levels. He further asserted that not only were these needs ubiquitous, but that they were in a hierarchical order whereby the lower level needs must be met before the higher level needs even become important. This theory is known as and is frequently displayed in a pyramid format:



Malsow's Hierarchy of Needs

Maslow's Hierarchy of Needs sets the foundation for the customer experience since it clearly defines the fundamental human needs that can be applied to the business world. Each of the five levels of human needs can be understood and translated into the needs of a customer:

1. **Physiological needs:** These needs are the requirements for survival and are basic needs. From the position of the customer, this need can be seen as the product or service they have come to your organization to attain.
2. **Safety needs:** These needs involve trust, security and well-being. A customer is not likely to continue to conduct business with an organization they feel is neither secure nor trustworthy.
3. **Belongingness and love needs:** This level of needs addresses the desire of a customer to feel that they are not only appreciated by an organization, but actually have a relationship with the organization as well.
4. **Esteem needs:** These needs involve respect and feeling valued. Customers need to be treated in a manner that clearly communicates these attributes.
5. **Self actualization:** This level of needs deals directly with the drive to reach one's full potential, to be successful in life and to help others succeed. As a customer, these needs involve being informed, being empowered and making the best purchase decisions.

Since these are fundamental needs that motivate behavior and are shared by all individuals, they are very important to address when considering how to create the best experience for a customer. When it comes to customer experience, Ruth Stafford Peale said it best – "Find a need and fill it".

More detailed information regarding these needs and how they pertain to developing satisfaction and facilitating loyalty and advocacy among customers will be addressed in upcoming articles. ■

Survey Best Practices

Writing Effective Survey Questions – the Heart and Soul of a High-Quality Survey

By David McMurray, Director of Consulting Services, Scantron Survey Services

This article is the third in a series about effective practices for employee and customer opinion surveys. Previous articles addressed identifying the research objective and using appropriate response scales. This article addresses the creation of quality survey questions – frequently referred to as 'survey items'. The term 'survey question' will be used here, even though many times, the wording of a survey question may really be in a form of a statement and not a question.

Types of Questions

The following is a description of the most common types of questions used on opinion surveys:

Multiple Choice Questions – This is the most common type of question on opinion surveys. They are also called 'closed-ended questions'. These questions typically measure agreement, satisfaction, effectiveness, likelihood and frequency. Each multiple choice question elicits only one answer.

Example: Overall, I am satisfied with my relationship with Company XYZ. (Strongly agree, Agree, Neutral, Disagree, Strongly disagree).

Demographic Questions – These questions are also called multiple choice questions. They allow respondents to identify categories that describe the individual. Examples include age, gender, department, marital status, etc. Demographic questions are an important element in most surveys and are necessary when it comes time to segment data for reporting purposes. Each demographic question also elicits only one answer.

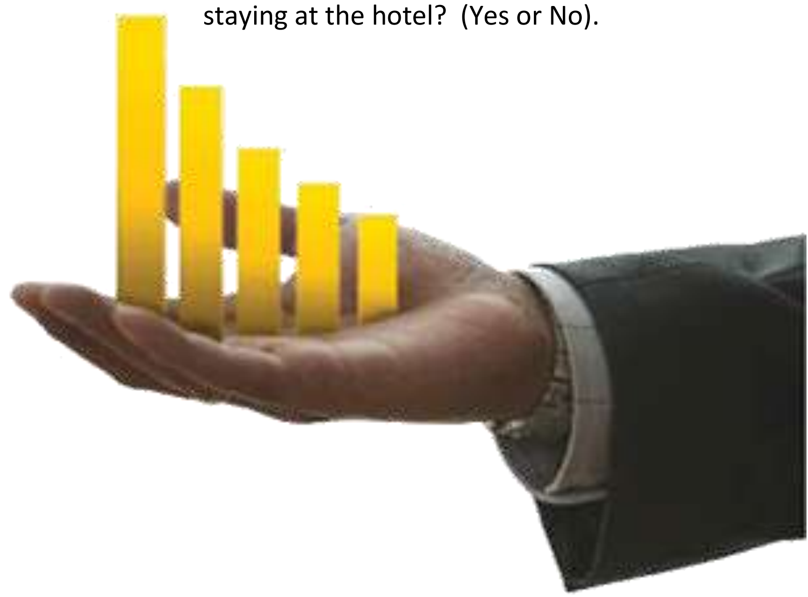
Example: What best describes your current employment status? (Full-time, Part-time, Temporary, Unemployed).

Open-ended Questions – These questions allow the respondent to answer a query in his/her own words. They are also called 'verbatims'. Sometimes a multiple choice question includes an "other, please specify" in the response scale. This is also a form of an open-ended question. Since the data is difficult to categorize, open-ended questions must be focused and concise.

Example: What one or two specific suggestions could you make to help us improve our service to you? (Written response).

Dichotomous Questions – These permit only answers of the "Yes," or "No," as acceptable responses. This type of question does not call for a more precise rating.

Example: Did you order room service while staying at the hotel? (Yes or No).



Effective Survey Questions (Cont'd.)

Checklist Questions – These questions simply list several options and ask the respondent to check all those that apply.

Example: During the last month, which of the following services did you use at Bank ABC? (Visited a branch location lobby, Used the drive thru teller, Used a bank ATM, On-line banking, Other).

Three Attributes of Good Questions

When you include a question on a survey, it is assumed that the respondent understands the words used and the intended meaning. The following are attributes of good survey questions:

1. **Focus** – Every question should focus on a single issue or specific topic.

2. **Clarity** – Clear questions are understandable to all respondents. The clearer the question, the clearer the data will be. Avoid overly-sophisticated wording and complex vocabulary. Read every word, and ask if there is a simpler replacement.

3. **Brevity** – Short questions present less opportunity for measurement error. The longer the question, the more potential for confusion and lack of focus.

4. **Face Validity** – At a minimum, survey questions must pass the 'Face Validity Test'. Face Validity means that the question really asks what it is supposed to ask. Measuring Face Validity is not scientific, but is based on gut feel and best judgment. Face Valid questions are focused, clear and brief, which means it is likely that the respondents will understand what the question means and be able to answer it easily. If the question is not Face Valid, it must be reworded or removed. ■

Scantron Survey Services Solutions

The AllianceLink™ Employee Engagement Survey

As business professionals, in an era of increasingly stiff competition, understanding how your organization is helping or hindering employee engagement and loyalty can mean the difference between success and failure. The cost of replacing talented, high performing workers typically runs 70–200% of their annual salaries![1] That's why it's critical that managers ask valued employees about key factors that affect employee loyalty and engagement such as career growth, empowerment, working relationships, recognition and customer focus.

Unfortunately, many companies do not have an effective feedback process in place or do not follow through.

For over 40 years, Scantron Survey Services has been the most trusted, reliable source for experience, accuracy, and customer service of full-service survey research, data management and compliance solutions for Fortune 500 and financial services organizations.

Scantron's AllianceLink Employee Engagement Survey was designed to complete the loop on the customer and employee experience. To engage your customers, you must engage your

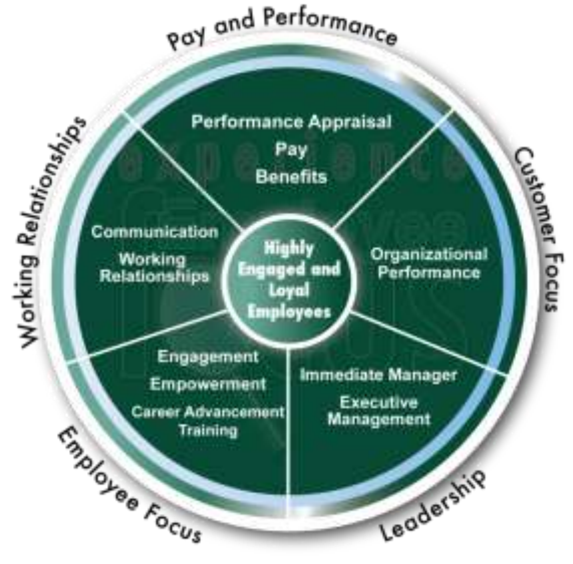
[1] American Management Association (1997)

employees. Engaged and loyal employees have a direct impact on customer relationships.

By identifying and improving the key drivers of your employees' satisfaction, engagement, and loyalty—and how those elements relate to advocacy—employees will deliver greater value to your customers. This in turn, will lead to increased customer satisfaction, engagement, loyalty and ultimately profit and growth.

The AllianceLink Employee Engagement survey was developed using our 40 years of combined employee research experience to identify the key factors that contribute to employees' satisfaction, engagement, and loyalty.

The result is our highly refined tool that has 11 categories, 55 items, two comments, five optional items, and four demographics that takes approximately 10 minutes to complete and is typically conducted on an annual basis.



The AllianceLink Employee Engagement Model

The High Cost of Employee Turnover:

The cost of replacing talented, high performing workers typically runs 70–200% of their annual salaries! Employee Engagement Surveys can reduce this costly employee turnover.

Our expert project managers will follow our proven, streamlined online survey administration process to help you from concept to action planning and bottom-line results.

The data and written reports provide your company with insight into current performance along with specific Key Drivers, allowing you to focus on areas that have the greatest impact on improving employee loyalty and overall business performance.

Contact us today to help us learn more about your goals and to help you strengthen the employee, customer and profit link in your organization using the Employee Engagement surveys. ■

Looking to increase survey response rates?

Sending follow-up surveys and email reminders to non-responders could dramatically increase your response rates. In a recent study, sending a series of two reminders nearly doubled the response rate from the initial survey invitation!

Want more? Try QR code survey distribution! Click here for more information.