The Impossible Takes a Little Longer…

Measuring and Managing Customer Expectations and Satisfaction
My expectations for today….

- Provide a rationale for pursuing the topic
- **Engage you** in a “Search and Discovery” Dialogue
- Develop an “Ideal” Model of CSMM
- Help you compare your efforts to the CSMM model
Costs and Benefits... Why bother?

Costs include:
1. Training for the CSMM tasks
2. Time to collect data
3. Time to analyze and decide on the implications
4. Changes in operations/procedures
5. Others?

Benefits include:
1. Increased employee satisfaction
2. Better employee development and evaluation processes
3. Increased political “clout” with Senior Management
4. Others?
Aiming to Please…Some Working Definitions of Satisfaction

“an outcome of purchase and use resulting from the buyer’s comparison of the rewards and costs of purchase in relation to the anticipated consequences”

“the consumer’s response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service after its consumption”
In other words.....

Was it worse, as good as, or better—in all the ways I thought—than I expected?
Oh, by the way.....

What was once a delight will someday (and probably soon) become a demand.

Congratulations!

You’ve raised customer expectations.
A Model CSMM Process should...

- Fit *your* needs. One size does not fit all.
- Commit personnel to manage it
- Define and Document Internal Customer Expectations
- Use Independent Means for Measuring Satisfaction
- Integrate Findings in your Management Improvement processes
CSMM . . . Closing the Gaps

What customers desire → Needs / expectations

What customers think will happen → Modified expectations

What customers perceive happened → Perceived performance

What you delivered → Reality

Your performance goals → Your goals

Your perceptions of customer’s desires → Your vision
Connect with Your Customers

- Ongoing dialogue with each customer segment
- Regular measurement with a tested tool
- Regular Assessment of Management Implications