Sample Company

Voice of the Customer
Survey Results & Analysis

[Date]

Note: This sample report contains sections of specific results intentionally concealed in order to illustrate the type of information gathered via Butler Street's Voice of the Customer program.

About Butler Street

Butler Street is a management consulting, training and research firm that helps companies achieve lasting results in the two most challenging areas they face: Client Development and Talent Development.

We help companies and their people grow.®

Butler Street
Client & Talent Development. Perfected.®

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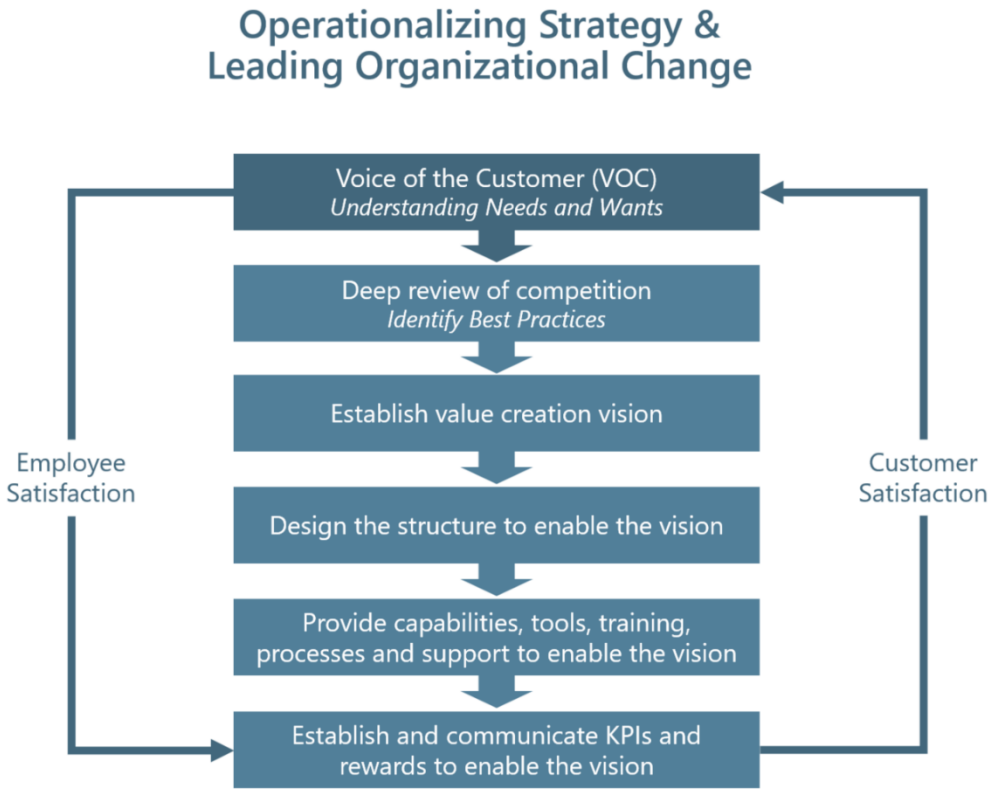
Executive Summary

The Voice of the Customer ("VOC") is a critical element that best-in-class organizations rely upon to deliver frictionless client experiences. Experiences that increase loyalty, enhance brand, and enable profitable growth. Voice of the Customer is a term used to describe your customer's feedback about their experiences with your company and their expectations of your people, knowledge and services. Understanding and analyzing what your clients' value will provide a powerful framework for making strategic business decisions, prioritizing projects and allocating resources.

The VOC is a proactive feedback process that has its roots in Six Sigma. The survey serves as a critical benchmarking tool to establish a baseline for continuous improvement and is the first step in Operationalizing Strategy and Leading Organizational Change. The figure below details the axiomatic approach to leading an organization to continuous growth, beginning with listening to the Voice of the Customer.



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The data gathered through the VOC has been analyzed to identify and assess the strengths and areas of opportunity for Sample Company.

- The needs and wants of your customers
- How clients view your value
- Your positioning relative to the competitive landscape
- Expectations and promises fulfilled and unfulfilled by the Sample Company partnership
    - Your clients' comprehensive experience
    - Opportunities to improve quality, delivery or cost
    - Opportunities to expand business via new services or cross-selling existing services
- Areas of improvement required to achieve total client satisfaction

The Interview: Clients Surveyed

Butler Street performed telephone interviews with 12 client contacts of Sample Company. Butler Street

The Voice of the Customer interviews are designed to capture primarily qualitative data rather than quantitative feedback. Due to the number of responses, quantitative summaries represent those that were interviewed through this process.

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The following clients were interviewed:

Company	First Name	Last Name	Department	Role
[redacted]				

About the Interviewees

As indicated in the table above, the survey included a range of departments and roles. As with *any* survey data, the results reflected in this report indicate what those surveyed reported, and the reports are based upon the interviewee's perception of the situation. Factors leading to those perceptions may not be uncovered in this survey, and those perceptions, naturally, may or may not fully or accurately reflect the reality of the situation. Nevertheless, what is important to consider is that the reported views reflect that person's (the interviewee's) understanding of the situation.

Where there are differences between what was reported by the interviewee and what is expected, there exists an opportunity for growth and development. A difference in how a situation is viewed reveals the important need to clarify and create understanding – either for the one surveyed *or* for the one thinking the response is inaccurate.

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Client Needs and Wants – "Moments of Truth"

There are common themes that the Sample Company clients voiced as minimum needs and wants. These are the criteria that, when met, have the potential to create extremely high satisfaction and loyalty scores. They are the same criteria that would cause the client to leave Sample Company if not consistently met. These "moments of truth" are the interactions that matter the most to the clients and therefore, your organizational focus should place the highest priority on how all Sample Company representatives handle them.

- [illegible]
  - [illegible]
- [illegible]
  - [illegible]
- [illegible]
  - [illegible]
  - [illegible]

In staffing, according to both research completed by Butler Street across staffing companies in all verticals and all sizes, and the Staffing Industry Analysts (SIA) research, there are three top things staffing buyers want: (1) A representative that takes the time understand the client's needs, (2) Qualified talent, and (3) The talent are prepared and know what is expected of them.

Top Three Things Your Target Clients Want

1	Send me a representative who takes the time to understand my needs and wants	*Translation: The customer relationship manager should be diagnostically oriented to seek to understand customer needs and wants before being asked to be understood* Take the time to be in my operating reality and understand my culture
2	Send me only qualified Providers	*Translation: This function is being "outsourced" because of the perceived expertise of the staffing company.* Do not waste the customer's time by sending unqualified Providers
3	Make sure the Providers are prepared and know exactly what is expected of them	*Translation: Customers want the Providers to show up on time, be dressed and groomed appropriately, know where to go and what to expect in their role* Make sure the Providers understand the productivity requirements and rigors of the job

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Voice of the Customer

In comparing the results of the Sample Company client input, to the Top Three Things your target clients want, there is close alignment in the patterns that have emerged:

1. [illegible]
2. [illegible]
3. [illegible]

[illegible]

[illegible] Being able to provide quality provider begins with the relationship and communication. In cases where the representatives are in the client's operating reality, the Account Executives and Recruiters are better able to evaluate qualifications and make a better fit and thus, more successful placements.

[illegible] Being in the client's operating reality, and by using effective questioning, sales representatives will be diagnostically oriented and better able to uncover future needs and be more proactive with the recruiting team before the order is received. Where this is being done well, it is recognized by the client and it increases the success of both the client and Sample Company. Even if you don't have qualified providers, calling the client and letting them know is much better than no response.

The relationships are absolutely critical. Every interaction is a Moment of Truth whereby the client has an opportunity to form an opinion. From presenting candidates to credentialing, honest and timely communication is valued, and expected.

Quality Providers

A common theme across all specialties is being able to provide quality providers. Every placement is a Moment of Truth and has the opportunity to build or break the client's trust in Sample Company. Candidates that are presented that lack the qualifications required, waste the client's time and lessen the value perception of the relationship.

Provider integration with staff

There is a perception in many facilities that locums are of lesser quality than permanent physicians. This lack of confidence in locums causes referrals to be held and even sending patients to other hospitals. That results in lower overall revenue and a challenge to have the necessary coverage. Locums can be seen as a "necessary evil" and that makes it difficult for locums to assimilate into the culture of the facility. The goal is to provide flexible staffing for PTO, Relief, Temp to Perm, or as a bridge with a permanent physician is hired.

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Conclusions - Areas of Concern and Potential for Growth

Where the relationship manager is good, there has been better communication and higher quality placements resulting in stronger client relationships.

There are two primary concerns from the clients' eyes:

1. The perception of locums (wondering why each doc is a locums) and questionable ability to provide the quality and continuity of care desired
2. The belief that using locums is too expensive

These are both opportunities to educate the customer and illustrate the benefits, how to capture the revenue, and better service the community.

While having a good relationship is most valued by clients, there is only slight preference (where there is a preference) in using Sample Company over other providers. Whether using Locumtitian or sending an order to 10 suppliers, providers are simply compared by who provides the best candidate in the shortest amount of time. It is difficult at that point in time to illustrate differentiation with other suppliers, provide education, or create value. There is an opportunity to establish credibility and expertise, anticipate needs, and expand the candidate network thus making it easier and faster to provide the best candidate in the shortest amount of time.

Today, representatives from each specialty are calling upon contacts (such as Physician Recruiters) that staff all positions for a specific facility or health system. Each day, a single contact gets multiple calls from all of the suppliers to try to generate business. Multiply that by the number of specialties (especially where competitors are structured in a similar fashion) and a single contact receives more than 20-30 calls per day, many of whom they have no previous relationship. Client's interviewed state that they have only taken calls from their primary contact at Sample Company and they disregard those from other Sample Company specialties.

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Conclusions - Action Recommendations

[illegible]

[illegible]

[illegible]

[illegible]

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Survey Results

In the sections of this report that follow, the raw data of the survey is compiled and summarized (where appropriate) and presented. Narrative data is summarized with any direct quotations indicated.

Customers

The following illustrates the company type and size of those clients that were interviewed:

Company	Company Type	Company Size
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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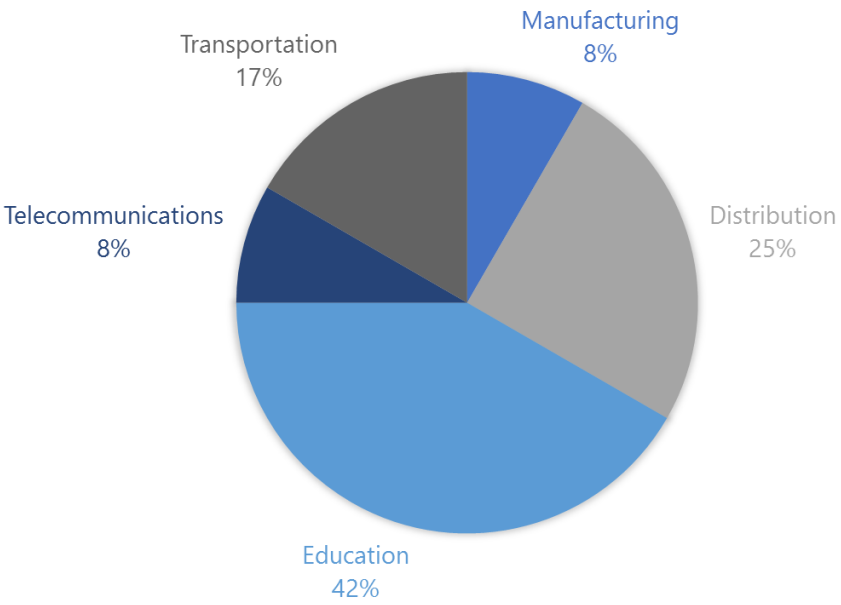
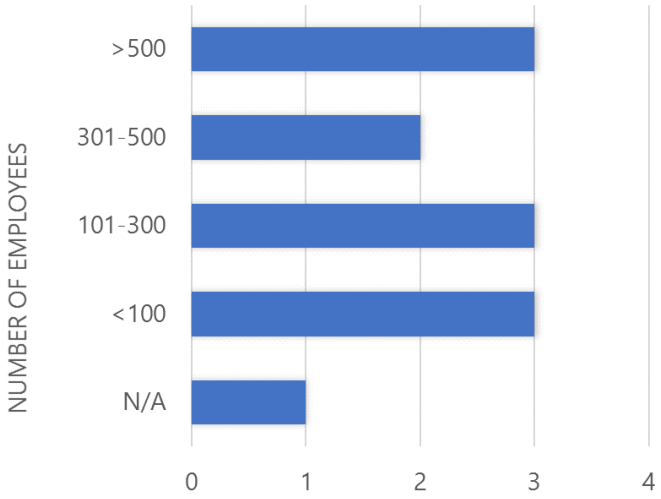
COMPANY TYPE



COMPANY SIZE



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Top Client Initiatives

Comments shared for the top initiatives within the organization and department are aligned to one of two Sample Company buyer persona drivers: Financial and Operational.

Financial

- [illegible]
- [illegible]
  - [illegible]
  - [illegible]
- [illegible]

Operational

- [illegible]
- [illegible]
- [illegible]
- [illegible]

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Voice of the Customer

Company	Name	Top 2 initiatives for the organization	Top 2 initiatives for the department
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]

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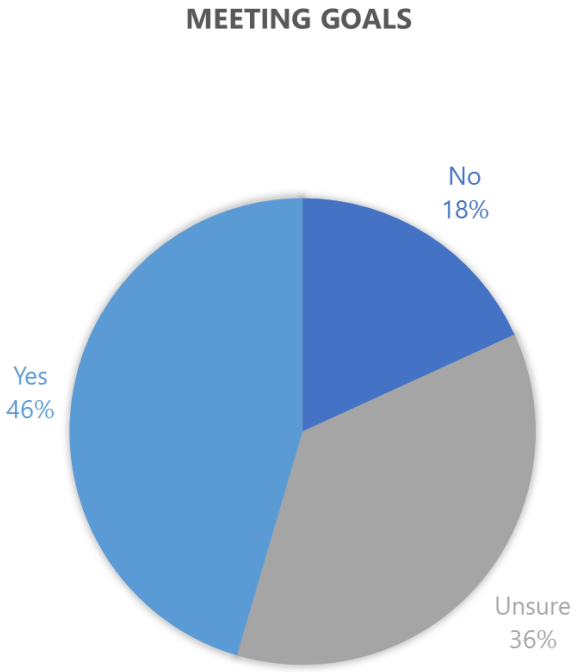
Goals

When asked if the current goals of the department were currently being met, more than 50% were unsure or responded that they were not.



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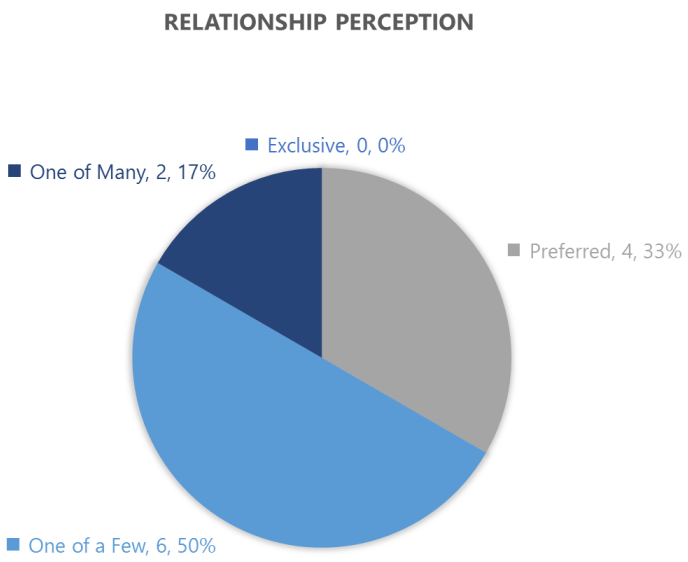
Relationships

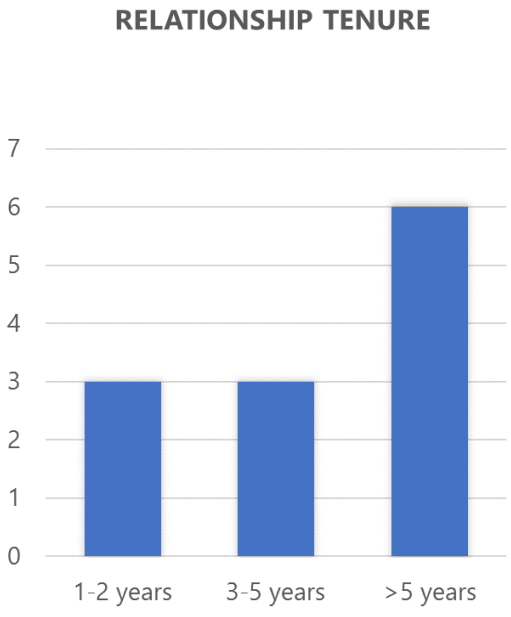
Perception of the Relationship



When asked how each client viewed their relationship with Sample Company, both Preferred and One of a Few were the most frequent responses. None of the contacts view the relationship as Exclusive, meaning in all cases for those interviewed, they are using other providers as well. This illustrates that almost 60% do not at least consider Sample Company as a preferred supplier. There are opportunities to advance the relationships and grow within existing accounts.

Tenure of Relationships

Half of the clients interviewed have relationships with Sample Company longer than five years.



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Primary and Secondary Relationships

Company	Name	Who is your primary contact?	On a scale of 1-10, where 10 is "Couldn't be better" and 1 is "Couldn't get worse", rate your relationship with [...primary relationship...].	Who is your secondary contact at Sample Company?	On a scale of 1-10, where 10 is "Couldn't be better" and 1 is "Couldn't get worse", rate your relationship with [...secondary relationship...].	On a scale of 1-10, where 10 is "Couldn't be better" and 1 is "Couldn't get worse", rate the customer service/ responsiveness of your key contacts.
[redacted]	[redacted]	[redacted]	10	[redacted]		
[redacted]	[redacted]	[redacted]	10	[redacted]	5	9
[redacted]	[redacted]	[redacted]	10	[redacted]	9	10
[redacted]	[redacted]	[redacted]	10	[redacted]	10	10
[redacted]	[redacted]	[redacted]	10	[redacted]	8	8
[redacted]	[redacted]	[redacted]	10	[redacted]	7	9
[redacted]	[redacted]	[redacted]	10	[redacted]	10	10
[redacted]	[redacted]	[redacted]	8	[redacted]	8	9
[redacted]	[redacted]	[redacted]	10	[redacted]	10	10
[redacted]	[redacted]	[redacted]	10	[redacted]	10	10
[redacted]	[redacted]	[redacted]	9	[redacted]	7	10
[redacted]	[redacted]	[redacted]	10	[redacted]	10	10
	Column Mean		9.75		8.55	9.55
	Column Mode		10		10	10
	Column Median		10		9	10
	Column STDV		3.42		4.17	4.25

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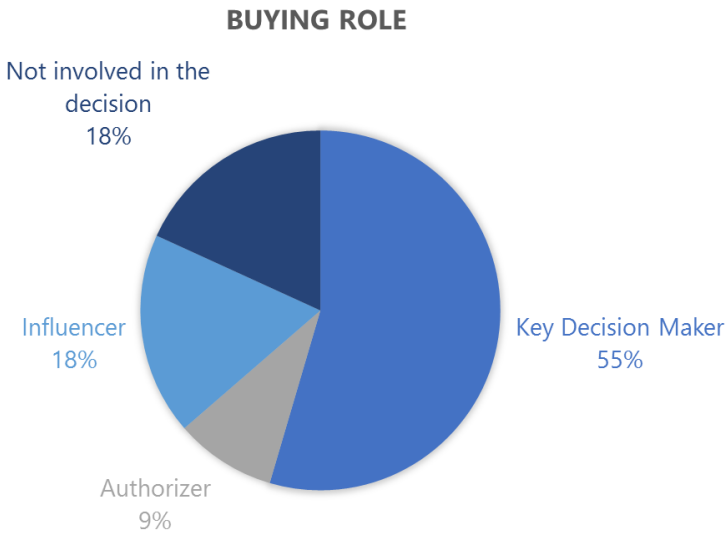
Buying/Decision Process

Buying Role

Of those that participated in the Voice of the Customer program, 2 contacts were/are not involved in the decision to use Sample Company. 82% of those interviewed were Key Decision Makers, Influencers or Authorizers in the buying process.



Reasons for Selecting Sample Company

Interviewees identified key reasons for choosing Sample Company if the individual was involved in the purchase decision process, or if not, why they believed Sample Company was chosen. The following represents a summary of those shared:

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Problem(s)

[redacted] was the primary problem that the clients were trying to solve when the relationship with Sample Company was established.

- [redacted]

[redacted]

Company	Name	What problem(s) were you trying to solve when the relationship was established with Sample Company?	Is/Are the problem(s) solved?
[redacted]			

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Partnership Objectives

All contacts indicated that the objectives of the partnership with Sample Company have been at least

Company	Name	Have the objectives of the relationship been met?	Why or why not?
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]

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Performance Management

The method and frequency that clients measure the performance varies greatly from no measurement, to in-depth evaluations during a specified timeframe along with an external review process. While in some

Company	Name	How do you measure their performance and in what frequency?

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Key Benefits/ROI

[redacted]

Expectations

Exceeded Expectations

Eleven (11) out of twelve (12) clients interviewed provided examples whereby Sample Company has exceeded their expectations. These speak to the "Moments of Truths" and replicating similar positive experiences will lead to greater client loyalty and increased business.

[redacted]

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Best thing about Sample Company

[redacted]

Failed to Meet Expectations

[redacted]

Company	Name	Where has Sample Company failed to meet your expectations?
[redacted]		

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Worst thing about Sample Company

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

Company	Name	What is the worst thing about Sample Company?
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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Alternatives

Without Sample Company

Interviewees were asked if Sample Company were not servicing your company, what or who would be their plan B.

Competition

All contacts interviewed have done business and would consider doing business with competitors of Sample Company. Those that were specifically mentioned were:

When asked to compare the performance of Sample Company to the competition, 8 (67%) of the interviewees responded that Sample Company performed Better. 25% responded that it was About the same and 1 indicated that the performance was Worse than the competition.

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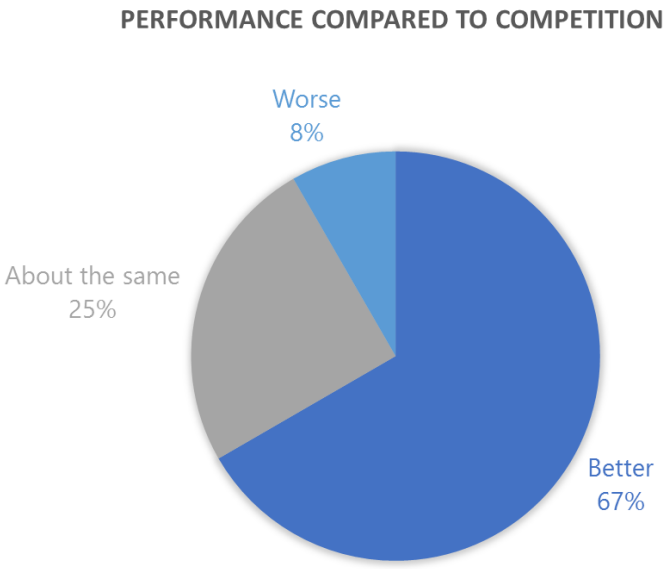

Potential causes to stop using Sample Company

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Voice of the Customer

Company	Name	What would make you stop using Sample Company?
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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Future

Accomplishments

Interviewees were asked, "If a year from now, you were quoted as saying, 'Sample Company did an outstanding job for us this past year!', what would they have accomplished in your eyes?"

[illegible]

Company	Name	If a year from now, you were quoted as saying, "Sample Company did an outstanding job for us this past year!", what would they have accomplished in your eyes?
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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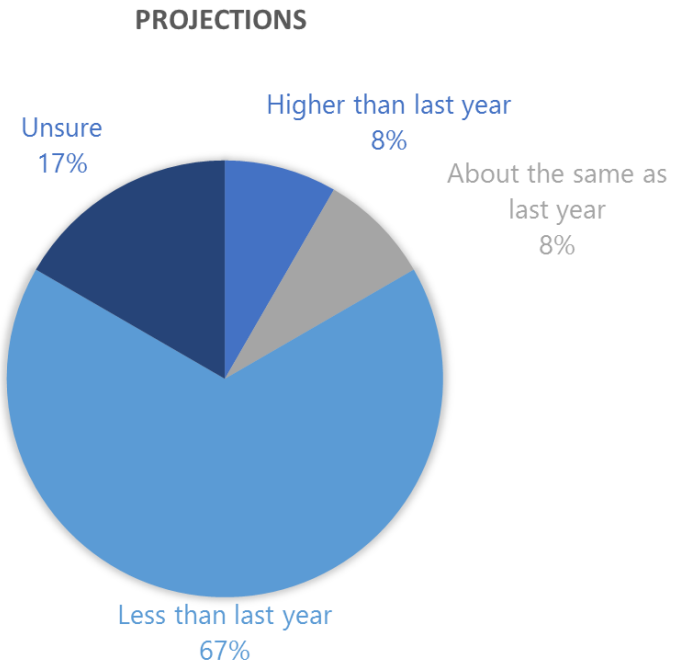
Projections

In the coming year, 92% anticipate the volume to be About the same as last year, Less than last year or Unsure.



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Voice of the Customer

Company	Name	In the coming year, do you anticipate the volume to be higher, less than or about the same as last year?	Why?
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]

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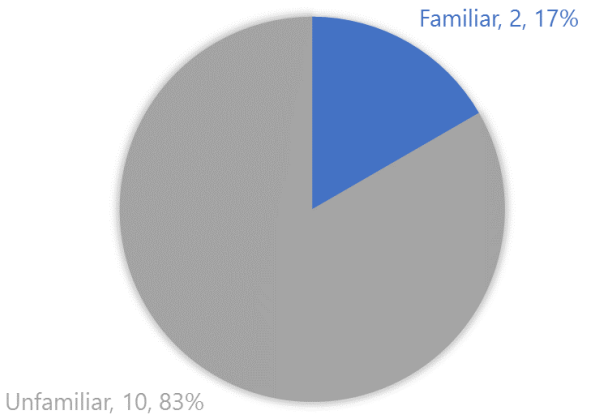
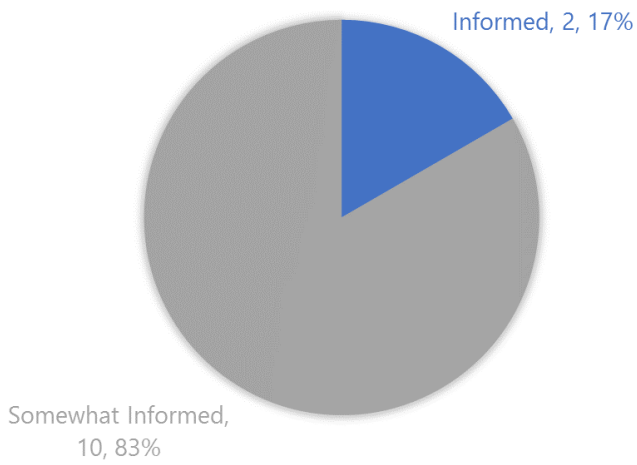
Opportunities

Only two contacts stated they were familiar with all of Sample Company products and services and only two stated they are informed of new offerings.

FAMILIARITY WITH ALL PRODUCTS & SERVICES



INFORMED OF NEW OFFERINGS



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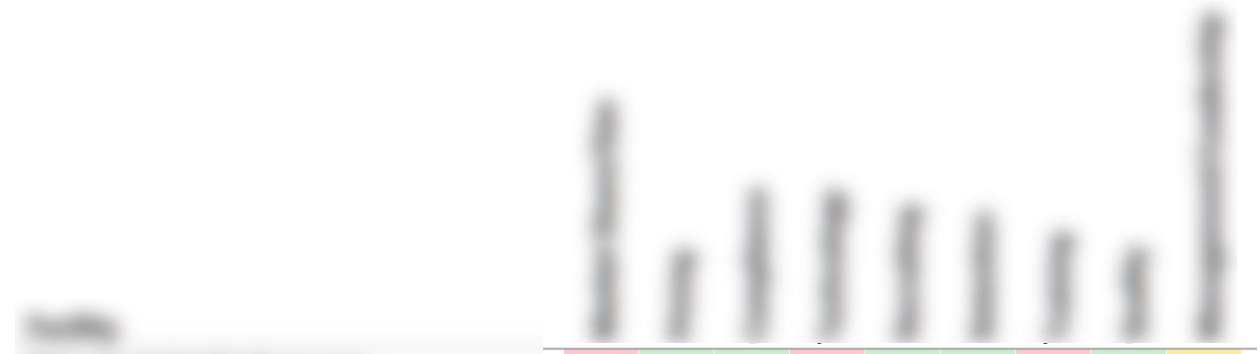
Value

With 10 being the most critical or the highest value, and 1 being the least critical or lowest value, interviewees were asked to value each area.



[redacted]	1	9	10	4	9	9	4	10	7
[redacted]	10	10	10	9	9	9	10	10	9
[redacted]	8	7	9	5	10	9	9	8	8
[redacted]	7	10	10	7	10	10	8	10	10
[redacted]	4	9	8	5	8	8	8	9	6
[redacted]	3	9	7	4	9	9	6	9	9
[redacted]	2	10	10	6	8	8	4	10	7
[redacted]	7	8	8	7	9	9	8	9	8
[redacted]	10	7	9	7	9	8	9	10	9
[redacted]	6	7	10		9		2	9	9
[redacted]	5	10	8	7	10	10	6	10	8
[redacted]	2	9	10	8	9	10	10	10	9
Column Mean	5.42	8.75	9.08	6.27	9.08	9	7	9.5	8.25
Column Mode	10	9	10	7	9	9	8	10	9
Column Median	5.5	9	9.5	7	9	9	8	10	8.5
Column STDV	2.12	3.41	4.09	4.1	4.18	3.93	3.3	2.19	1.69

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Overall Ratings

The top overall ratings of the relationship with Sample Company were:

- [illegible]
- [illegible]

The lowest ratings:

- [illegible]
- [illegible]
- [illegible]

	10	10	10	9	8	9	10	10	9	10	10	8	10
	9	9	7	8	9	8	9	8	9	8	9	8	9
	10	10	10	10	10	10	10	10	10	10	10	10	10
	10	10	10	10	10	10	10	10	10	5	10	10	10
	9	9	9	8	7	9	9	9	8	7	10	8	7
	8	7	6	7	7	7	7	8	8		6	9	7
	8	8	9	9	8	8	9	7	7	7	9	8	8
	10	7	9	8	8	7	7	7	7	6	7	8	8
	10	10	10	10	9	10	10	10	10	10	10	10	10
	10	10	10	10	10	8	10	10	8	2	8	7	10
	9	10	9	9	6	7	8	10	9	9	9	10	8
	10	10	10	10	10	10	10	10	10	10	10	10	10
Column Mean	9.42	9.17	9.08	9.00	8.50	8.58	9.08	9.08	8.75	7.64	9.00	8.83	8.92
Column Mode	10	10	10	10	10	10	10	10	10	10	10	8	10
Column Median	10	10	9.5	9	8.5	8.5	9.5	10	9	8	9.5	8.5	9.5
Column STDV	4.25	4.32	4.13	3.17	3.15	1.22	1.14	1.17	1.20	1.46	1.46	1.47	1.45

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Additional Comments

A few of the clients offered additional comments that had not been shared earlier in their respective interviews. Those comments include:

[redacted]

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APPENDIX

Survey Period

Interviews for the Voice of the Customer program were performed by Butler Street executives and held between *[date]* and *[date]*.

About Butler Street

Butler Street enables organizations to develop, implement and execute their business strategies through great client relationships and high performing leaders and teams. At Butler Street, we are knowledge-sharing operators; a combination of highly experienced CEOs, COOs, VPs of Sales and VPs of Operational Excellence. Butler Street's key differentiation is that we, as operating executives, have successfully implemented the client and talent development solutions we offer as staffing executives and we have developed the techniques required to customize them with actionable insights specifically for your organization.

Perfecting client development and talent development is the foundation of any successful business. Butler Street's capabilities reach across the entire client and talent management continuum and are known as a system of reinforcing activities called ***ClientFirst A.R.E.®*** and ***TalentFirst A.R.D.®***

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