

ABC Company



Customer Feedback Report *Q1 2011*

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 **LOYALTYPRO™**
KNOW YOUR CUSTOMERS. KEEP YOUR CUSTOMERS.

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Company Name: ABC Company
Address: 8955 Guilford Rd.
Suite 150
Website: www.ChapmanHQ.com
Industry: Business Services

Survey Name: Q1 2011 Loyalty Survey
Overall Rating: 74
Contact Response Rate: 25% (184/727)
Account Response Rate: 31% (160/506)

Customer Feedback Report

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OVERVIEW

Traditional client surveys have focused on whether or not a customer was satisfied. Industry knowledge now tells us that a satisfied customer does not necessarily translate to a “renewal” or a loyal customer - *A study by Rath & Strong showed that 60 to 80 percent of accounts who defected had declared themselves satisfied or highly satisfied on their last satisfaction survey.*”

While satisfaction surveys provide valuable insights, our goal is to move the customer relationship towards long-term loyalty, as opposed to a relationship based on a “moment in time” (transactional) measurement (i.e. traditional satisfaction ratings). Satisfaction surveys measure current customer preferences. Customer loyalty surveys measure customer buying behaviors, practices, and preferences, often successfully predicting the “staying power” of the overall account relationship (from multiple contact points).

To implement this best practice, “Voice of the Customer” approach, The Chapman Group has partnered with ABC Company execute their loyalty survey program. Using The Chapman Group’s proprietary web-based tool, LoyaltyPro™, surveys containing both satisfaction and loyalty measurements, were launched and since analyzed surveys for ABC Company. The results, discoveries and recommendations presented in this report have been derived from the data collected through this process and the LoyaltyPro™ tool.

In January of 2011, The Chapman Group launched surveys for ABC Company to 727 contacts, representing 506 companies. The companies selected for this survey represented the 6 business units of ABC Company as follows:

- Business Unit A: 279 Companies
- Business Unit B: 69 Companies
- Business Unit C: 28 Companies
- Business Unit D: 55 Companies
- Business Unit E: 27 Companies
- Business Unit F: 55 Companies

Note: Business Units G and H were excluded from this survey period and will be surveyed in Q2 2011 due to other survey initiatives being conducted with these clients.

CUSTOMER QUOTES

“Whenever I send an email, I get a clear and correct response. Over the phone, I've been given incorrect information and don't feel satisfied with the answers I get when I hang up.”

“I have not had to contact your organization for any reason. Though, I will say that communication from your end of things is outstanding! All of the emails and other correspondence I receive from the company to keep us all in the loop even if it doesn't directly or immediately affect us. I love it! Thank you.”

“In Q3 2010, there was very little support from the Account Management Team. We found out problems with your services from our customers. In Q1 2011, there has been a slight improvement, with more participation on calls, but still there is little initiative from your organization to try to understand our business.”

“I have experienced positive customer service throughout the business relationship.”

“It seems I'm always dealing with someone different. I would like to have one person who can fix problems. It's always a different department. No one at your company seems to care.”

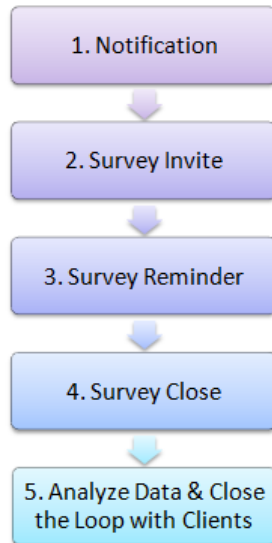
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The following 5 step approach was used in the launching of the surveys to obtain customer feedback and optimize participation:



The following represents the timeline for the Q1 2011 survey distribution and analysis:

- Notification: Tuesday, January 11, 2011
- Invite: Tuesday, January 18, 2011
- Reminder: Tuesday, January 25, 2011
- Survey Close: Friday, January 28, 2011
- Begin Survey Analysis: Monday, January 31, 2011

As part of the Q1 2011 survey, contacts were asked between 35 and 52 questions (see Appendix for survey script), depending upon function and role in the decision making process (Q3 and Q4 in the survey), which broke down into the following question types:

- Multiple Choice: 47
- Ranking: 1 Question (4 Items Ranked)
- Open-ended / Text: 6

Response Rates

In analyzing the response rate, we looked at both the account response rate (the number of accounts who completed the survey vs. the number of accounts sent the survey) as well as the contact response rate (the number of individuals

CUSTOMER QUOTES

"My account team is great and they are always there to serve us well."

"My account rep is not very good. She usually never has an answer to my questions, and needs to do research which takes a long time. I usually go to her manager if I need something."

"ABC Company does an excellent job of providing superior benefits and services to our clients. Our account management team is always available and seeks solutions to issues when they arise."

"Customer Service reps don't always seem to be on the same page and many times have given our employees incorrect information and I have to step in often to try to help solve the problems."

"We are having difficulty with the synchronization of our processes. This has been very frustrating. Adjustments have required extensive manual efforts involving my sign-off; I have nothing with which to verify the requested adjustments. There must be a better way."

"They have been wonderful. I have recently challenged them to think out of the box on a project I have proposed – excited to see the results!"

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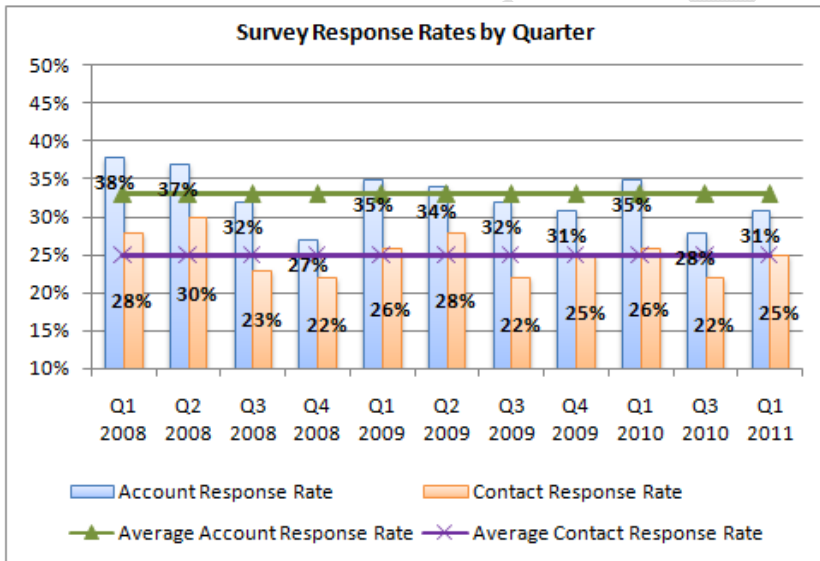
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who completed the survey vs. the number of individuals sent the survey). The purpose of looking at both response rates is to confirm the responses are representative of the client base and not a select group of clients.

For the Q1 2011 survey, the **Account Response Rate was 31%** (160/506) and the **Contact Response Rate was 25%** (184/727). In general, ABC Company experiences their highest response rates in Q2 and their lowest in Q3. The following chart compares individual quarter response rates with the overall average across all quarters.



There were 543 contacts that did not complete the survey. Of those 543, 5.2% (28) of the contacts who started the survey, but did not end up submitting / completing the survey (**13.2% abandonment rate**).

Of those contacts that did complete the survey, it took an **average of 14 minutes and 5 seconds to complete the survey** and they **responded within 3.72 days** of receiving the initial invite. Only 11 contacts came back to complete the survey on a different day than they initially started.

For the next wave of surveys, it is recommended to review the survey script to determine if there are questions that are not actionable and thus can be removed from the survey and/or if the survey can be more tailored to an individual to reduce the total time to complete.

Figure 1 – Response Demographics by Role

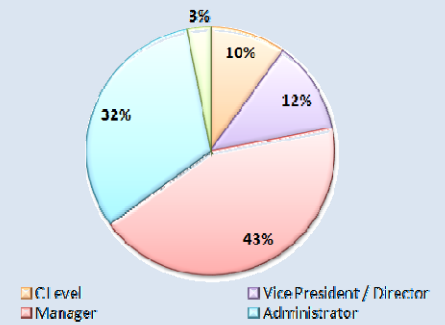


Figure 2 – Response Demographics by Function

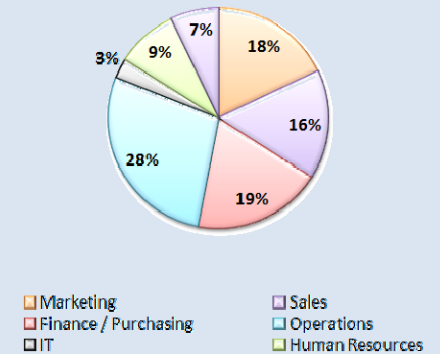
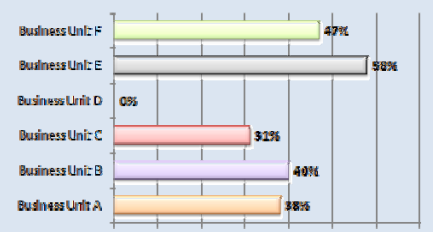


Figure 3 – Percent of Contacts who also completed a Survey in 2010 by Business Unit



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SURVEY HIGHLIGHTS AND KEY DISCOVERIES

The following section examines the survey results from the Q1 2011 Loyalty Survey. When analyzing the survey results, it is important to keep the following in mind:

1. Not all questions in the survey are rated
2. Don't know and N/A answers are excluded from the rating calculations
3. Ratings are derived at the question, section, survey, account, and organizational levels.

The table below compares the ratings from the Q1 2011 survey with those from the previous survey distribution. The overall rating impact for the organization from Q3 2010 to Q1 2011 is -3%.

| | Q3 2010 | Q1 2011 | Variance |
|-------------------------------|---------|---------|----------|
| Overall Loyalty Rating | 70% | 66% | -4% |
| Business Unit A | 72% | 73% | 1% |
| Business Unit B | 60% | 55% | -5% |
| Business Unit C | 79% | 77% | -2% |
| Business Unit D | 70% | 64% | -6% |
| Business Unit E | 52% | 54% | 2% |
| Business Unit F | 61% | 57% | -4% |

However, the number of accounts in the alert category has declined by 19% and the number of contacts in the alert category has declined by 32% since the Q3 2010 survey:

| | Q3 2010 | | Q1 2011 | |
|------------------------|----------|----------|----------|----------|
| | Accounts | Contacts | Accounts | Contacts |
| Overall | 21 | 28 | 17 | 19 |
| Business Unit A | 21 | 28 | 17 | 19 |
| Business Unit B | 4 | 6 | 3 | 3 |
| Business Unit C | 4 | 4 | 2 | 3 |
| Business Unit D | 2 | 5 | 3 | 4 |
| Business Unit E | 1 | 1 | 1 | 1 |
| Business Unit F | 7 | 9 | 5 | 6 |

Figure 4 – Ease of Doing Business with ABC Company

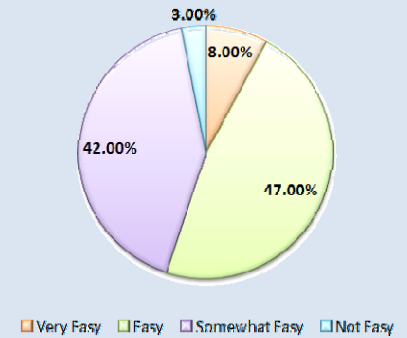


Figure 5 – Overall Satisfaction with ABC Company

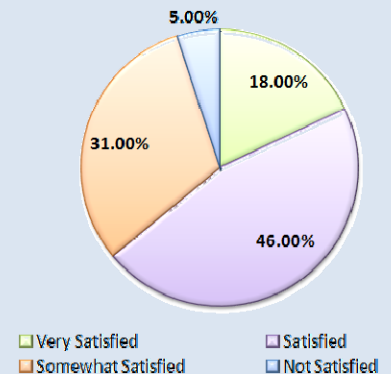
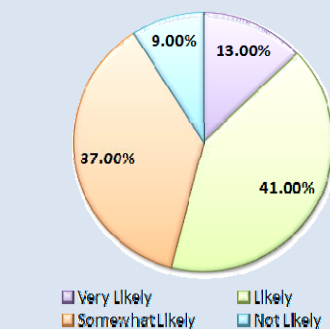


Figure 6 – Likelihood to Recommend ABC Company



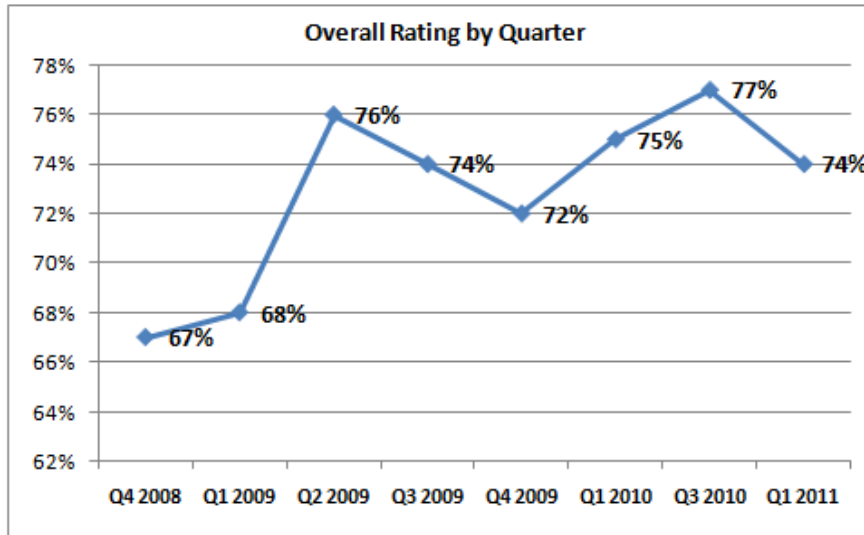
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The following chart illustrates the overall rating trend across the last 8 quarters of surveys:



If we further breakdown the overall ratings by role, it becomes evident that the lowest ratings were at the executive level, with the highest at the Vice President / Director Level:

| | Overall | Admini- strator | Manager | Vice Pres. / Director | C-Level | Other |
|----------------------------------|---------|--------------------|---------|-----------------------------|---------|-------|
| Relationships | 78% | 79% | 89% | 100% | 76% | 77% |
| Your Needs and Values | 79% | 82% | 82% | 93% | 68% | 76% |
| Our Products & Services | 76% | 83% | 80% | 90% | 73% | 70% |
| The ABC Company Experience | 66% | 64% | 71% | 81% | 62% | 62% |
| Recommend- ations | 70% | 53% | 74% | 50% | 75% | 48% |
| TOTAL | 74% | 77% | 82% | 91% | 71% | 72% |

Figure 7 – Change in Overall Rating (Number of Contacts)

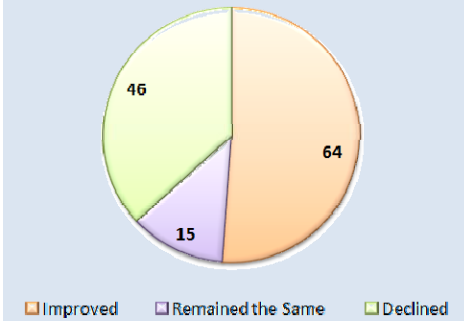
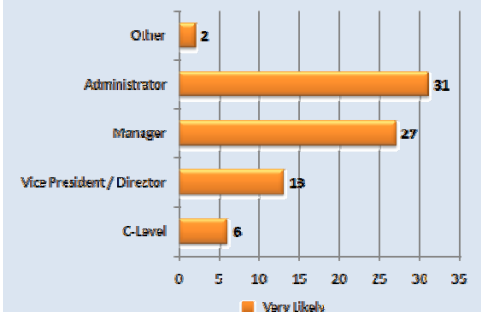


Figure 8 – Percent of Ratings ≥ 80%

| | Q3 2010 | Q1 2011 |
|--------------------------------------|-------------------|-------------------|
| % of Accounts ≥80% Loyalty Rating | 42% (88 / 211) | 39% (62 / 160) |
| % of Contacts ≥80% Loyalty Rating | 34% (84 / 247) | 33% (61 / 184) |

Figure 9 – Top Box Analysis by Role: How likely are you to recommend ABC Company?



■ Loyal
 ■ Caution
 ■ Alert
 ■ Critical

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In the Q3 2010 Survey, the second that scored the highest was the ABC Company Experience, and the section with the lowest overall rating was Our Products in Services. There has been a shift in the results for the Q1 2011 survey in which Relationships is the highest scoring section and Recommendations is the lowest.

From a Business Unit perspective, Business Unit B scored the highest and Business Units C and F coming in on the lower end of the scale.

| | BU A | BU B | BU C | BU D | BU E | BU F | Overall |
|----------------------------|------------|------------|------------|------------|------------|------------|------------|
| Relationships | 86% | 81% | 83% | 78% | 86% | 77% | 82% |
| Your Needs and Values | 78% | 84% | 70% | 77% | 78% | 76% | 77% |
| Our Products & Services | 77% | 82% | 69% | 80% | 75% | 73% | 76% |
| The ABC Company Experience | 70% | 67% | 60% | 63% | 70% | 64% | 66% |
| Recommendations | 70% | 71% | 63% | 57% | 70% | 54% | 64% |
| TOTAL | 79% | 81% | 69% | 75% | 76% | 69% | 65% |

■ Loyal
■ Caution
■ Alert
■ Critical

The chart below illustrates the high (top) and low (bottom) scoring question for each of sections in the survey.

| Top | | | Bottom | |
|----------------------------|---|--------|--|--------|
| Section | Question | Rating | Question | Rating |
| Relationships | How effective is your account team at making you feel like a valued customer? | 91% | How effective is your account team at conducting meaningful business reviews? | 67% |
| Your Needs and Values | How effectively does ABC Company provide value beyond price? | 87% | To what extent does ABC Company impact your revenue? | 47% |
| Our Products and Services | Do you consider our products and services to be client-centric? | 85% | How would you rate the overall performance of ABC Company's products and services compared to other suppliers? | 64% |
| The ABC Company Experience | What best describes the willingness of ABC Company to get things done? | 89% | How easy is ABC Company to work with relative to other companies? | 68% |
| Recommendations | How likely would you be to recommend ABC Company? | 82% | Have you ever referred ABC Company to a friend or business colleague? | 61% |

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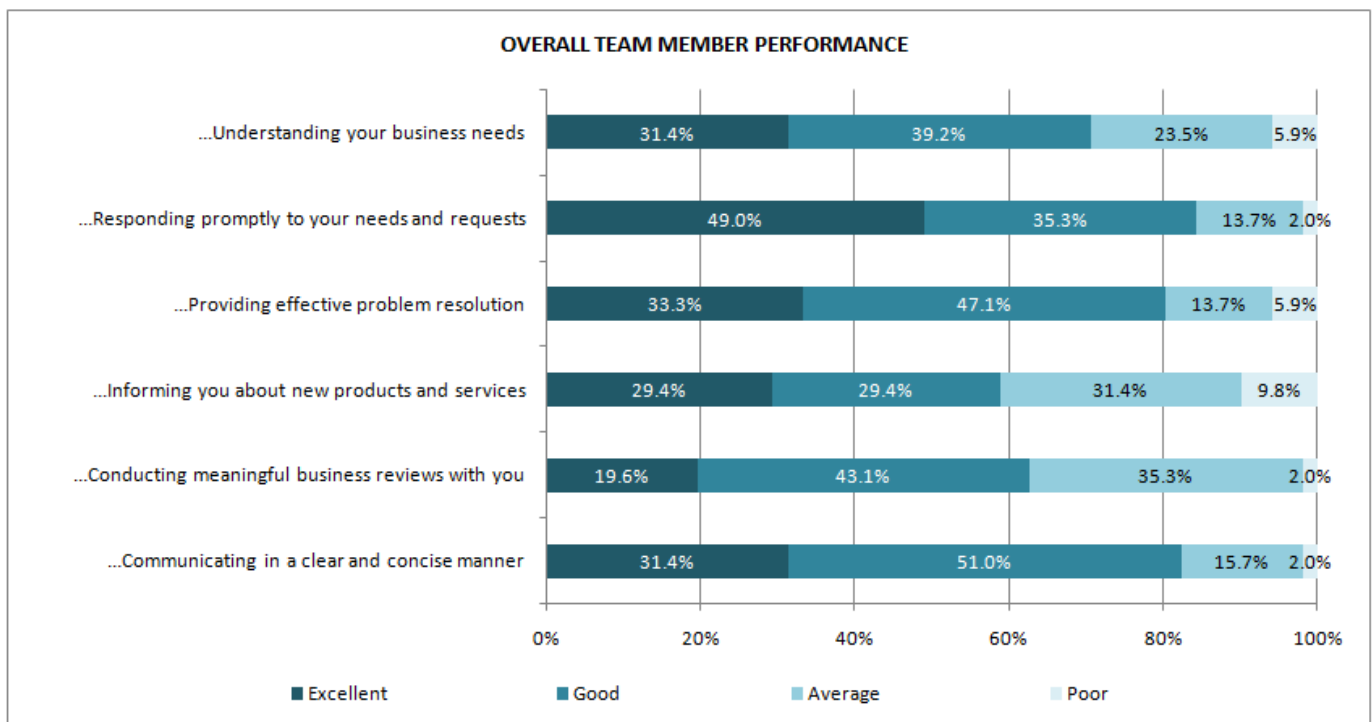
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In integral part of the Q1 2011 Loyalty Survey is in regards to how the overall team performs. Often times, an account's likelihood to recommend our organization and continue to work with our organization is a direct result of how well they work with our team – the front line to our account.

The chart below illustrates overall team member performance across all Business Units, all accounts. Over time, it would ideal to see an increase in the percent of responses in the top two box answer choices (excellent and good) and decrease and the percent of the bottom two box answer choices (average and poor). At the time the area requiring the most improvement is, "responding promptly to your needs and requests."



| Overall Team Member Performance | | | | |
|--|--------------|--------------|--------------|-------------|
| Team Performance | Excellent | Good | Average | Poor |
| ...Communicating in a clear and concise manner | 31.4% | 51.0% | 15.7% | 2.0% |
| ...Conducting meaningful business reviews with you | 19.6% | 43.1% | 35.3% | 2.0% |
| ...Informing you about new products and services | 29.4% | 29.4% | 31.4% | 9.8% |
| ...Providing effective problem resolution | 33.3% | 47.1% | 13.7% | 5.9% |
| ...Responding promptly to your needs and requests | 49.0% | 35.3% | 13.7% | 2.0% |
| ...Understanding your business needs | 31.4% | 39.2% | 23.5% | 5.9% |
| Grand Total | 32.4% | 40.8% | 22.2% | 4.6% |

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Key Discoveries by Section

| Section | Key Discoveries |
|-----------------------------------|--|
| Relationships | Continued long term relationships. Very happy/satisfied with the performance of their account manager/primary contact. There is still a perception that account managers at ABC Company are not empowered, and “at the mercy” of ABC Company’s organizational priorities and not the customers. |
| Your Needs and Values | Perceived as similar as or better than competitors, with ample amount of wallet share available for ABC Company to capture. ROI/Value delivery and VALIDATION would help to improve the overall score in this section. It is a possible opportunity for ABC Company to grow these accounts. |
| Our Products and Solutions | Average scores across the board. Customers lean towards a positive opinion of ABC Company products and services. The following are the top 3 ways customers have said are the best ways to improve ABC Company products and services: <ol style="list-style-type: none"> 1. Responsiveness to customer challenges/issues 2. Stop price increases 3. Quicker and customer centric product release(s) cycle |
| The Company Experience | Customer’s experience with ABC Company is very positive, especially in comparison to other vendors/suppliers that they work with. Perception exists that ABC Company (as an organization) is not totally customer centric and the experience with ABC Company lends itself to ABC Company’s business priorities. Past (negative) experiences with ABC Company impact perception and opinion of the relationship. |
| Recommendations | Strong relationship management. Improvement needed in innovation – may be done by new products, messaging/branding, and communicating. Possible that perceived lack of innovation is correlated to missing perceived value. |

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PRESCRIPTION FOR SUCCESS

| Section | Symptoms of Results | Probable Root Cause | Recommended Solutions to Optimize | How to Implement Solutions |
|-----------------------------------|---|--|--|---|
| Relationships | <ul style="list-style-type: none"> Escalating customer complaints about sales staff Sales team turnover | <ul style="list-style-type: none"> Ineffective policies, procedures, and systems Wrong resources responsible for account servicing | <ul style="list-style-type: none"> Establish a client-centric culture Re-align resources | <ul style="list-style-type: none"> Create new standards Adopt cross-functional team-based servicing |
| Your Needs and Values | <ul style="list-style-type: none"> Hi-level of customer attrition Significant resources spent problem solving | <ul style="list-style-type: none"> Internal vs. external focus Lack of senior mgmt. commitment to service | <ul style="list-style-type: none"> Re-develop and communicate commitment to customers Increase loyalty measurements | <ul style="list-style-type: none"> Adopt measurements Facilitated skills workshops |
| Our Products and Solutions | <ul style="list-style-type: none"> Higher than normal key customer attrition Losing to second and third tier competitors Lack of customer involvement Losing deals based on price | <ul style="list-style-type: none"> Internal focus Aggressive internal cost management programs Wrong people doing jobs Product selling not problem solving | <ul style="list-style-type: none"> Establish customer council Study customer experience; work flow analysis Creation of "ROI Calculator" tool Re-train / Certify sales team on skills, tools and company value proposition | <ul style="list-style-type: none"> Establish a "Customer Relationship Officer (CRO)" Establish customer work flow team Gain executive commitment to customers! |
| The Company Experience | <ul style="list-style-type: none"> Escalating customer complaints and sales staff complaints on behalf of customers Service team turnover | <ul style="list-style-type: none"> Lack of required resources Not being client-centric | <ul style="list-style-type: none"> Establish a client-centric culture Re-invent servicing procedures | <ul style="list-style-type: none"> Adopt performance metrics; link to comp Solicit and measure customer feedback |
| Recommendations | <ul style="list-style-type: none"> Confused customers Lack of confidence by sales team | <ul style="list-style-type: none"> Company in growth and transition mode | <ul style="list-style-type: none"> Re-develop and communicate vision, mission and strategic direction | <ul style="list-style-type: none"> Internal workshops; Who we are, what we do and where are we going |

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Summary of Prescription

Extraordinary Customer Service is a team effort and the output from a clarity and integration of process, methods, systems, customers, measurements and resources. These key business drivers and influences all need to be supported by senior management's commitment to the customer and investment in proper staffing and training of resources.

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APPENDIX – SURVEY DETAILS

Additional Survey Notes

- This was the first survey an incentive was provided to complete the survey (\$5 donation to their selected charity).
- The survey was shorted from 65 to 52 questions
- Business Unit D was added to the sample

Survey Questions

Welcome

| | |
|---|--|
| In appreciation for taking this survey, ABC Company will donate \$10 to the selected charity. | American Heart Association American Cancer Society Special Olympics |
| Are you [Contact Name]? | Yes No |
| Please select the answer that best describes your position within the organization. | C Level Vice President / Director Manager Administrator Other |
| Please select the answer that best describes the department in which you reside. | Marketing Sales Finance / Purchasing Operations IT Human Resources Other |
| How long have you personally had a relationship with our company? | Less than 1 Year 1-3 Years 4-5 Years More than 5 Years |

Relationships

| | |
|--|--|
| How effective is your Account Team at... | |
| ...Understanding your business needs? | Highly Effective Effective Somewhat Effective Not Effective |

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| | |
|--|---|
| ...Responding promptly to your business needs and requests? | Highly Effective Effective Somewhat Effective Not Effective |
| ...Conducting meaningful business reviews with you? | Highly Effective Effective Somewhat Effective Not Effective |
| ...Informing you about new products and services? | Highly Effective Effective Somewhat Effective Not Effective |
| ...Following through on commitments? | Highly Effective Effective Somewhat Effective Not Effective |
| ...Making you feel like a valued customer? | Highly Effective Effective Somewhat Effective Not Effective |
| Please rate the overall relationship with your Account Team. | Exceeding my Expectations Meeting my Expectations Somewhat Meeting my Expectations Not Meeting my Expectations |
| Is there any additional information you would like to share with us about your relationship with ABC Company team members? | <i>Text</i> |

Your Needs and Values

| | |
|--|---|
| To what extent does ABC Company impact your revenue? | Significant Impact Moderate Impact Limited Impact Minimal Impact, if any Don't Know |
| Is ABC Company identifying business performance initiatives that offer you a market advantage? | Yes No Don't Know |
| How effectively does ABC Company provide value beyond price (a return on your investment)? | Very Effectively Effectively Somewhat Effectively Not Effectively |

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| What is the most influential factor in your decision making process? | |
|--|------------------|
| ...Price | 1 2 3 4 |
| ...Support / Customer Service | 1 2 3 4 |
| ...Solution Design / Product Offering | 1 2 3 4 |
|People/Relationships | 1 2 3 4 |

Our Products and Services

| | |
|---|--|
| How well is ABC Company meeting your service expectations? | Exceeding my Expectations Meeting my Expectations Somewhat Meeting My Expectations Not Meeting my Expectations N/A |
| Do you consider ABC Company's products and services to be client-centric? | Yes No |
| Please rate the value of ABC Company's products and services to your organization. | Very Valuable Valuable Somewhat Valuable Not Valuable |
| How would you rate the overall performance of ABC Company's products and services compared to other suppliers? | Above Average Average Below Average N/A |
| Please indicate how we could improve the performance of our products and services. | Text |
| From the following, please select ABC Company's products or services you may be interested in adding to your portfolio for sales and account management initiatives. (Select all that apply.) | Product A Product B Product C Product D Product E |

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The ABC Company Experience

| | |
|--|--|
| What is your perception of ABC Company's commitment to your success? | Totally Committed Committed Somewhat Committed Not Committed |
| Please rate your level of agreement with the following statement: ABC Company works in partnership with my organization. | Strongly Agree Agree Disagree Strongly Disagree |
| Does ABC Company have integrity? | Yes No |
| What best describes the ability of ABC Company to get things done? | Always Able to Get it Done Sometimes Able to Get it Done Seldom Able to Get it Done Not Able to Get it Done |
| What best describes the willingness of ABC Company to get things done? | Always Willing to Get it Done Sometimes Willing to Get it Done Seldom Willing to Get it Done Not Willing to Get it Done |
| How easy is ABC Company to work with relative to other companies? | Very Easy Easy Somewhat Easy Not Easy |
| What best describes the empathy of the people of ABC Company about your company and business? | Extremely Empathetic Mostly Empathetic Seldom Empathetic Not Empathetic |
| How satisfied are you with the overall performance of ABC Company? | Very Satisfied Satisfied Dissatisfied Very Dissatisfied |

Recommendations

| | |
|--|-----------|
| Have you ever referred ABC Company to a friend or business associate? | Yes No |
| How likely would you be to recommend ABC Company? | Yes No |
| What are current challenges in your job/organization that you believe ABC Company may be able to help support? | Text |
| What additional comments and/or recommendations do you have for ABC Company? | Text |