



Loyalty Surveying Methodology

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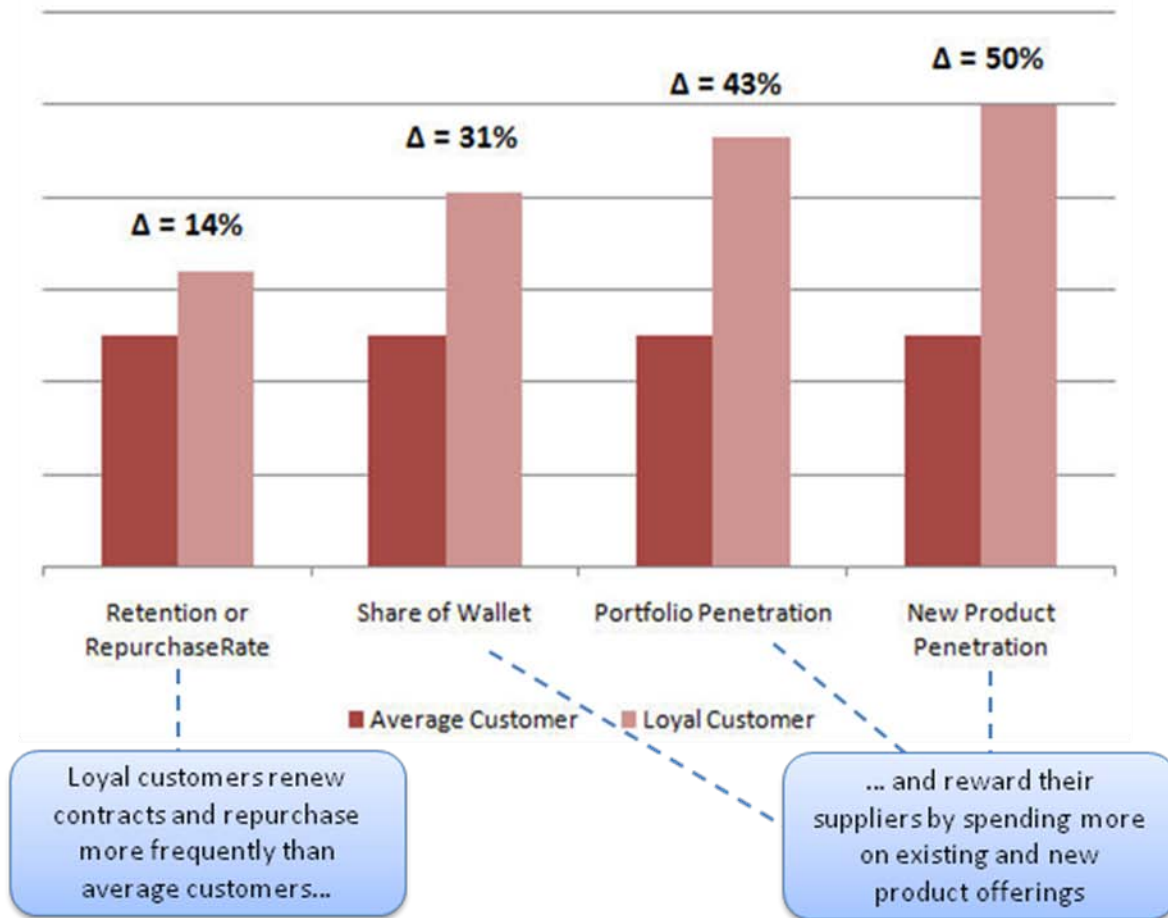
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INTRODUCTION

As companies and senior executives realize how much it really costs to lose a customer, they are making every effort to retain all customers, especially those considered the most strategic. No company can afford to lose a strategic, long-term customer. In fact, in today's economic climate, no one can afford to lose **any** customer. When serviced correctly, customers generate increasing profits every year they stay with a company. In other words, the longer a customer is kept, the more profitable they become—so if that customer defects to the competition, they carry that profit-making potential away with them. The challenge at hand is to consistently acquire new customers, while successfully keeping the ones we have already worked so hard to obtain.

Customer attrition can run as high as 10% to 20% in any given year. Therefore, it is important to remember that customers are assets. The facts surrounding their economic value may be shocking. Have you thought about calculating the future earnings from one customer in the years to come? Long-term customers are a vital source of profitability. They typically purchase more goods and services every year they do business with an organization, primarily based on their increased level of satisfaction and loyalty (See Figure 1 – Average Customers vs. Loyal Customers). Understanding the correlation between customer attrition and profits provides a guide to increasing growth.

Figure 1 - Average Customers vs. Loyal Customers



* Redefining Customer Loyalty; Corporate Executive Board

Often a vicious cycle, the business of adding and subsequently losing customers is a scenario even the most successful companies must face. The constant need to replace defected customers with new ones is not only extremely trying, but also costly. Studies show the cost of generating a new customer can easily be 3 to 5 times more than servicing an existing customer. Moreover, when focusing only on generating new customers, we may actually be contributing to customer attrition and revenue churn within the existing portfolio of accounts.

Executives are beginning to realize the importance of customer loyalty given today’s highly competitive global economy. While there is agreement that most customers may never be “implicitly loyal” (without reservation), we have learned that there are certainly degrees of satisfaction. In our discussion here, the term loyalty is used to describe a high, if not the highest, degree of satisfaction the ultimate goal! Loyalty does not occur by accident, it must be earned. A customer relationship based on loyalty begins with measuring and assessing the quality of the service, products, and relationships that exist between a customer and a supplier, and then taking appropriate and immediate action.

Many organizations fall into the trap of measuring strictly customer satisfaction when what they really want to measure is customer loyalty. While satisfaction surveys provide valuable insights, our goal is to move the customer relationship towards more long-term sustainability, 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 (*See Figure 2 – A Comparison of Satisfied Customers and Loyal Customers*).

Figure 2 - A Comparison of Satisfied Customers and Loyal Customers

| A Satisfied Customer... | A Loyal Customer... |
|---|--|
| ◆ Negotiates prices | ◆ Negotiates costs |
| ◆ Pays at their discretion | ◆ Pays on time |
| ◆ Becomes a referral for competitors | ◆ Provides referrals |
| ◆ Turnover is typically 15% and higher | ◆ Turnover is less than 5% |
| ◆ Seeks competitive data | ◆ Shares competitive data |
| ◆ Perceives you as a commodity | ◆ Perceives you as a partner |
| ◆ Leaves during difficult times | ◆ Stays with you during difficult times |
| ◆ No emotional investment or connection | ◆ Emotional connection with the organization and/or people within the organization |
| ◆ Measure of expectations being exceeded, met or not met | ◆ Driven by experiences with products and processes |
| ◆ Stays until there is a better alternative offered to them | ◆ Stays despite better alternatives being offered, because of the emotional connection |
| ◆ Leaves, despite being highly satisfied | ◆ Feels as though they are part of the process and business (partner) |

DEPENDENCIES OF CUSTOMER LOYALTY

For many decades, the ultimate goal has been to have satisfied customers. And while satisfaction is important, it is not sufficient to guarantee that those customers will continue to choose your products or services over the competition. Today's world changes rapidly; the minute you get complacent --"BANG"--, a new competitor surfaces with a solution they claim is better, faster and/or cheaper. Suddenly your customer no longer needs you, so they think.

We all know it costs a whole lot more to acquire a new customer than to maintain an existing customer. Existing customers play an even greater role in our ever-changing global economy – we must keep them and grow them. So it's important that we also know there are actions to take and behaviors to measure that create long-term relationships between customers and suppliers.

So, what really drives customer loyalty?

Josiah Royce, an American philosopher from the mid-to-late 1800's, claimed that the trait of loyalty was most often associated with political institutions, religion, war, and family. These traits of loyalty translate to the business environment as the following:

- Political Institutions = Company
- Religion = Value
- War = Competition
- Family = Relationships

In these situations, people share one key influence– a passionate link to a "common cause". We believe you build loyalty when you and your customers are aligned on the following three elements:

1. People
2. Business
3. Organization

Within each of these fundamental elements, dependencies between the customer and supplier are created, thereby strengthening the relationship and increasing the loyalty a customer will have to a supplier.

DISSECTING THE DEPENDENCIES OF CUSTOMER LOYALTY

As we previously mentioned, loyalty is dependent upon three key elements-people, business, and organization:



In the next couple of sections we will define each dependency, including sample measurements, and illustrate how each helps to drive customer loyalty. It is important to note that as we look at sample measurements, some may not apply to your organization and/or may need to be modified to better align with your business model. Also, some of the measurements may be more about satisfaction than loyalty and this is ok. Satisfaction is a component of loyalty, just not the only component that should be measured.

PEOPLE

It's a common phrase spoken by senior executives across all businesses and industries: "Our people are the most valuable resource we have". We could not agree more. Your people are the "front line" to the customer and the personal connections these individuals forge with customers could make or break your potential for a long-term partnership – the immensely valuable, loyal customer.

In this scenario, when using the term "people", we are referring to those individuals within your organization that work both directly and indirectly to fulfill the needs of the customer. Loyalty is often built upon the personal connections and emotional attachments that are made with an organization; your people are the ones that make this happen. Therefore, it is imperative to stress the importance your resources play in the process of building loyal customers.

In an ideal situation, the customer becomes emotionally dependent on the supplier organization (i.e. their Account Team) for support, guidance, and decision-making. We want to be their "go-to" team. In the absence of such a personal connection, a feeling of insecurity develops, and the supplier organization is susceptible to competitive threats. As soon as things do not go as expected, according to plan or scope, the customer can distance them self and seek out a new relationship that provides the support they need and/or desire.

How to Measure the People Element of Customer Loyalty

There are many components of a customer / supplier relationships that can be quantified (expertise, integrity, responsiveness, reliability, account team performance). Here we focus on those with the most influence on customer loyalty. Key *People* measurements that gauge customer loyalty include:

- Do we understand your business?
- Are we providing guidance and best practices (expertise) relative to your industry?
- Do we have integrity?
- Do we respond promptly to your needs and requests?
- Do we provide effective problem resolution?
- Are we willing and able to get things done?
- Do we make you feel like a valued customer / valued partner?
- Do we conduct effective business reviews?

How to Improve the People Element of Customer Loyalty

- Learn what your customers value on a personal level, and go beyond their expectations to demonstrate your care and dedication.
- Show a high degree of empathy and responsiveness when you sense your customers getting emotional about an issue. Even if you cannot provide an immediate resolution, let them know they are important and you will do what it takes to satisfy their personal needs.
- Put the right person on the job. This person should be able to connect with the customer on a personal level. It is important that this person is capable of providing support, and is of a similar level (peer group) as the customer (or has access to executive, peer level resources as needed).
 - For larger and/or more strategic accounts, this spans beyond the right person to the right team. Through the facilitation of a Team Leader, an account team with the proper expertise for a specific account should be constructed.

BUSINESS

In order for two organizations to work successfully with one another, there must be a positive business impact for both parties. As budgets continue to be scrutinized, it is our responsibility as a supplier to educate our customers on why they should be doing business with our organization. Therefore, when we talk about the Business element of customer loyalty, we are referring to the impact of having or not having this solution: are we as a supplier providing the customer with a competitive advantage in their respective market?

It is very important that as part of your standard business practices you document the value you provide to your customers (i.e. Value Quantification / Value Propositioning). The more people inside your customer organization who understand the value you bring, the more “disciples” you will create, and the more loyal they will be.

How to Measure the Business Element of Customer Loyalty

Key *Business* measurements that gauge customer loyalty include:

- How do our products and services perform (Quality of Products and Services)?
- Are we innovative?
- Are we easy to do business with?
- Do we identify solutions that offer your organization economic value and/or improve your market position?
- What is your overall satisfaction with our organization?
- How likely are you to renew with our organization?
- How likely are you to recommend our organization?

How to Improve the Business Element of Customer Loyalty

- Learn and become intimately familiar with your customer’s marketplace: who are their competitors, how do they differentiate themselves, what are challenges associated with their industry?
- Understand how / why your customers buy, as this will help you develop your value proposition. The ability to equate your customer’s spend (i.e. “investment”) to hard dollars is critical in today’s business environment. A customer who buys into the value a supplier has delivered, and has a great appreciation for the return on their investment, will have a higher propensity to remain a customer. To determine your value proposition, identify how you help your customer do one or all of the following:
 1. Reduce expenses
 2. Avoid expenses / costs
 3. Increase revenue / profit

When value creation is a mutual goal, loyalty prospers; when value is one-sided, loyalty suffers. For example, if your customer only buys from you at the lowest possible price, ties-up your support resources, and pays only after repeated collection calls, you’ll feel taken advantage of. In fact, you may come to the conclusion that you can’t afford to keep them as a customer, and therefore look to fire them before they bankrupt you.

ORGANIZATION

The Organization element of customer loyalty is driven by the Structural Dependence of customer organizations on supplier organizations. This metric is largely dependent on how the customer and supplier organizations align and fit together, beginning with commonalities in the mission, vision, and overall culture. Do the mission, vision(s) and culture complement each other? Do their capabilities and/or infrastructures mirror each other?

When structural dependence exists between a customer and supplier, a common link is established that builds and/or further strengthens customer loyalty. Once organizations outsource non-core operations, it becomes much more difficult for them to bring these functions back in-house, because the investment is high and expertise is scarce. Although switching service providers is possible, it is difficult and risky. Building structural dependence by aligning customer and supplier organizations is among the most powerful elements of customer loyalty.

How to Measure the Organization Element of Customer Loyalty

Key *Organization* measurements that gauge customer loyalty include:

- Do we effectively help to provide compliance with respective industry policies and regulations?
- Do we provide effective supply chain management?
- Do our distribution channels allow for flexibility of product supply?
- Are we providing innovation funding / payment options?
- Are we delivering projects, products, and solutions on time?
- How aligned are we to your organization's [strategic] goals and objectives?

How to Improve the Organization Element of Customer Loyalty

- Profile your customers to help identify companies that are a good fit for your organization. Understand that with Structural Dependence there needs to be cultural alignment, and with select instances, there could be capital ties to the relationship. This does not mean that we recommend walking away from those that are not an "ideal" fit. It does mean, however, that you may have to work harder with these organizations and/or apply a different servicing model / approach to sustain a successful relationship.
- Understand how your customers' businesses operate. Then determine where they have gaps or inefficiencies that could enable you to operate portions of their business more efficiently and with fewer risks.

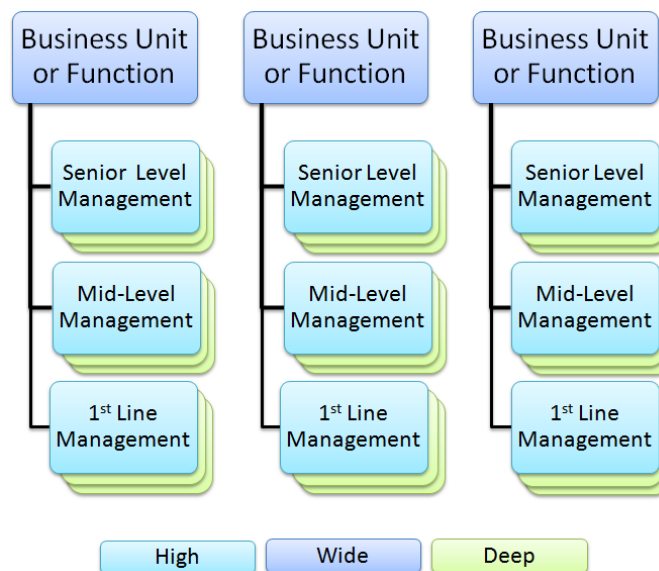
SURVEY DISTRIBUTION METHODOLOGY

In the development of a Customer Loyalty Program, the focus of our efforts is typically on the development of the “perfect” survey script. However, at The Chapman Group, we believe the execution of the process is equally, if not more, important. This section addresses the following items regarding The Chapman Group’s survey distribution methodology:

1. Who to survey
2. The frequency with which surveys should be distributed
3. Our approach

WHO TO SURVEY

In order to establish a representative “Loyalty Index”, The Chapman Group recommends taking a 3x3x3 approach to surveying contacts within your accounts. This means surveying contacts high, wide, and deep across all management levels (senior, mid and staff/first line management) and functions (finance, HR, marketing) with whom your organization works with on a day-to-day, month-to-month, and/or year-to-year basis.



In surveying all contacts within an account, it is understood that there will be varying degrees of relationships – some well-established and others in their infancy. The data will reflect these differing relationships, and this is OK. Remember that the data obtained will be used as a benchmark and a guide to develop your account plan, which may include further development of all or select relationships.

Note: Contacts should not be “hand-picked” for surveys. The sample should be random so as not to jeopardize the integrity of the data. The purpose of this approach is to ensure that any response is not just a “moment in time” emotional response.

SURVEY FREQUENCY

The frequency with which contacts are surveyed is critical to ensure we have an ongoing barometer of our relationships from the accounts' perspective. At the same time, it is important to be sensitive to survey fatigue, which can lead to a decrease in response rate and in rare instances ratings.

The Chapman Group recommends that a contact be touched a minimum of once and ideally twice per year; it is not recommended to survey a contact more than twice per year unless circumstances require a greater frequency. It is also recommended that surveys are distributed quarterly (though it may be done semi-annually), so that data is being obtained on a regular basis. This way, you are always staying ahead of any potential issues and identifying recent successes.

The following table outlines The Chapman Group's recommended approaches for surveying contacts either once or twice a year:

| Frequency | Description of Approach | Timeline | | | |
|--------------------------------|--|----------|--------------|---------|--------------|
| | | Q1 | Q2 | Q3 | Q4 |
| Once a Year – Option 1 | In this approach, each contact is surveyed one time per year. To execute this approach, divide all accounts to be surveyed into 4 groups (A-D), and survey one group per quarter. | Group A | Group B | Group C | Group D |
| Once a Year – Option 2 | In this approach, each contact is surveyed one time per year. To execute this approach, divide all accounts to be surveyed into 2 groups (A-B), and survey each group in two non-sequential quarters (i.e. Q1 and Q3 or Q2 and Q4) to obtain data semi-annually. | Group A | - | Group B | - |
| Twice a Year – Option 3 | In this approach, each contact is surveyed two times per year. To execute this approach, divide all accounts to be surveyed into 2 groups (A-B), and survey one group per quarter for Q1 and Q2 and then repeat the process for Q3 and Q4. | Group A | Group B | Group A | Group B |
| Twice a Year – Option 4 | In this approach, each contact is surveyed two times per year and all accounts are surveyed at the same time. To execute this approach, send surveys to all accounts in two non-sequential quarters (i.e. Q1 and Q3 or Q2 and Q4) to obtain data semi-annually. | - | All Contacts | - | All Contacts |

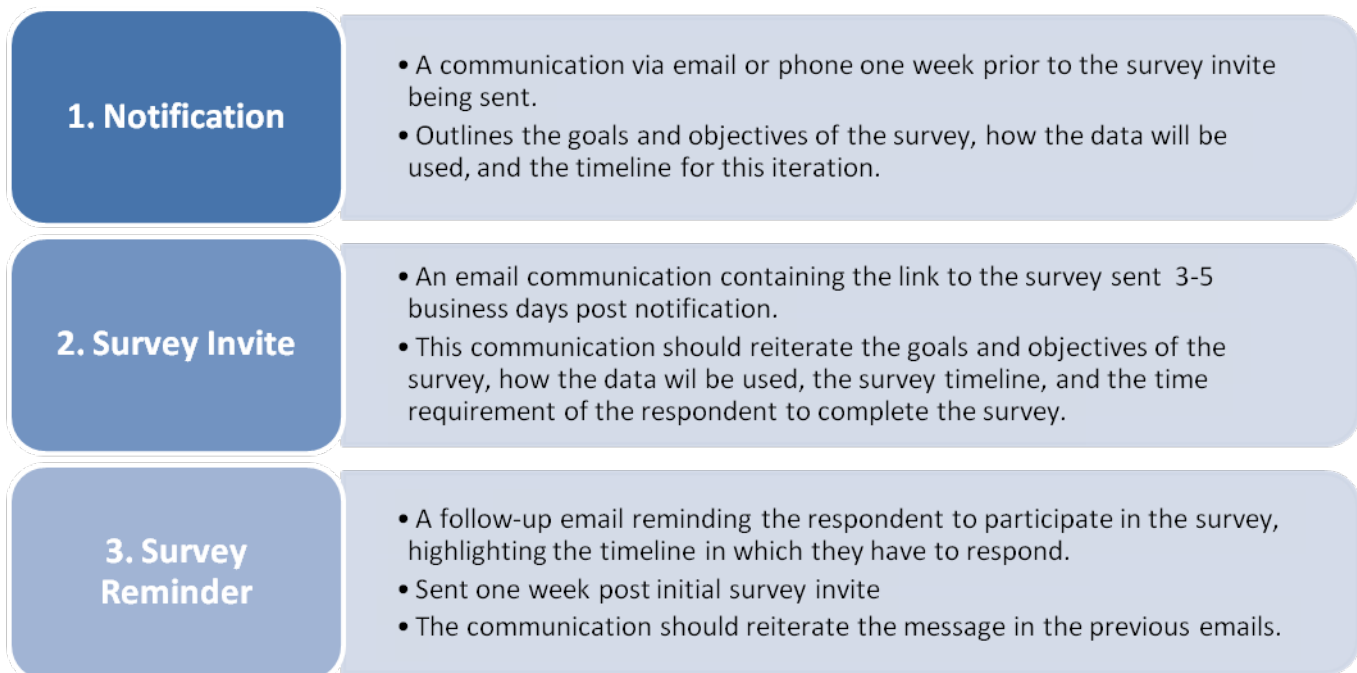
Note:

- Of the four approaches outlined above, it is important to select the approach that works best for your organization. This can be dependent upon the number of accounts, the number of contacts, and/or internal availability of resources to execute / launch the surveys.
- It is important to ensure the timing of your survey distribution allows for proper analysis and follow-up. It is not recommended to survey a contact two consecutive quarters, as this often does not allow for the account team to “close the loop” with the account/contacts, and thus little variation is observed from one quarter to the next.

THE PROCESS / APPROACH

In launching a customer loyalty program / initiative, one of the first steps to take is to construct a letter (from a senior-level executive in your company) to send to customers, introducing the program and the value they will gain from participating. This letter should address the goals and objectives of the program, the process at a high level, and the manner in which the data will be used by your organization.

Once the program has been initiated and the time has come to launch surveys, The Chapman Group recommends a three pronged approach to survey distribution:



It is then suggested to close the survey 3-5 business days post the survey reminder, allowing for time to analyze and report on survey results in their entirety.

Notes:

- It is best to send out communications mid-week (Tuesday – Thursday) with Tuesday being the optimal day. It is also recommended to avoid weeks in which a holiday occurs and many individuals may be out of the office and/or less inclined to respond.
- You will see the majority of your responses coming in within the first 72-96 hours, after which they will come in at a much slower rate.

- If response is low, a decision can be made by the project team to extend the close date and/or send out a second reminder; however, this approach should be used cautiously as increasing email frequency can lead to reduced completion rates.

SAMPLE LAUNCH TIMELINE

The Chapman Group recommends that all contacts are surveyed two times per year, ideally collected data points on a quarterly basis. A sample timeline for this approach would look as follows:

| | Q1 2012 | Q2 2012 | Q3 2012 | Q4 2012 |
|--------------|------------------|----------------|---------------|------------------|
| Notification | January 12, 2012 | April 6, 2012 | July 6, 2012 | October 5, 2012 |
| Invite | January 19, 2012 | April 13, 2012 | July 13, 2012 | October 12, 2012 |
| Survey | January 26, 2012 | April 20, 2012 | July 20, 2012 | October 19, 2012 |
| Close Date | January 29, 2012 | April 23, 2012 | July 23, 2012 | October 22, 2012 |

INCENTIVE TO ACT

Offering some form of an additional incentive beyond improved customer service (that's expected!) may help drive customer participation. Some incentives organizations have implemented to boost survey completion include:

1. Nominal contributions to a charity of the participant's choice (i.e. \$10 to the American Cancer Society)
2. Value coupons toward products and/or services
3. Special promotional drawings

Note:

- An incentive to act needs to be in compliance with all internal and customer policies.
- If a charity contribution is selected as an incentive to act, it is easier managed if the number of charities is limited to 3 or 4 (as opposed to write-ins). It is then recommended to make one donation at the end of the fiscal year to each charity based upon participant selections. Be sure to follow up with customers to let them know the donation has been made as promised (this could be part of the next survey period's notification).

SURVEY SCORING METHODOLOGY

LoyaltyPro™ is a tool to assist in the measurement of key relationship dependencies between customers and suppliers that determine loyalty. LoyaltyPro™ provides organizations with a Loyalty Index- a number between 0 -100 that correlates to the risk of attrition (**probability of losing the customer**).

This section provides an overview of how the Loyalty Index is generated from survey responses at the following levels:

1. Individual Survey Rating
2. Account Survey Rating
3. Organization Survey Rating

It is important that we mention an organization's Loyalty Index is unique. Weightings and scoring of individual questions and sections are heavily influenced by your organization's customer servicing model, industry, and survey recipients. Therefore, generalization of such a measurement is not recommended and may lead to false positives (customers appearing to be loyal who are in fact not loyal) and false negatives (customers appearing not to be loyal who are in fact loyal).

POST SURVEY BEST PRACTICES

The Chapman Group recommends the following best practices post survey:

1. Immediate follow-up with critical surveys as appropriate.
2. Schedule External Account / Business Reviews with appropriate accounts, making sure to engage “Top Accounts” first. For smaller accounts, follow-up may be part of normal business activity / contact.
3. Conduct in-depth analysis of survey results.
4. Assess the survey process.
5. Develop timeline for next survey launch.

RECOMMENDED NEXT STEPS ON “ALERT” SURVEYS

As survey results come in, those that have an Alert status (Loyalty Rating <50) should be handled immediately:

1. Review survey and assess contact demographic viability.
 - Is this individual a part of the customer relationship (a “stakeholder”), or are they distanced enough from the process that they possibly should not have received the survey.
2. Conduct an assessment of the survey content to determine the degree of urgency and based on this assessment, take one of the following actions:
 - *If urgent...* The Account Manager is to engage with the client as soon as possible to acknowledge and address areas of concern, involving the appropriate managers if necessary.
 - *If not urgent but requires attention sooner rather than later...* Understanding that account management and relationship building is an evolution, meet internally to develop an action plan outlining how to continue working toward a mutually beneficial relationship. Schedule time with the account / key contacts with the account to present action plan.
 - *If not urgent...* Follow up with the account per the account management process (i.e. Quarterly External Business Review) to address feedback (positive and negative) from all contacts within the account.

RECOMMENDED IN-DEPTH ANALYSIS

The following table highlights recommended in-depth analysis points from The Chapman Group:

| Analysis Point | Description |
|--|--|
| Response Rates | Determine possible causes of high/low participation. |
| Comparative Analysis and Trending | Compare certain questions from this survey to previous surveys (trending). |
| Review Questions of High Importance | Root cause analysis, do any trends exist? |
| Review Results by Demographics | Look for variations by demographics (i.e. length of relationship, position product) |
| Statistical Analysis | Mean, Median, Mode, Margin of Error, ANOVA, Standard Deviation, Correlation and Regression Analysis, and Frequency |

ASSESSING THE SURVEY PROCESS

The following table provides an overview of key areas that should to be addressed prior to launching the next survey:

| Element of the Survey Process | Description |
|--|--|
| Data Collection | Does the process for collecting or reviewing data need revision? |
| Timing of Notifications | Does the timing for notifications, invites, and reminders need to be adjusted? |
| Internal Team Member Involvement in the Process | Was there enough involvement from key areas of the company in the process (i.e. Client Services, Senior Management, Project Management)? |
| Survey Script | Do any changes need to be made to the survey questions, responses, or ratings/weightings? |
| Additional Data Points | Are there additional data points related to the accounts/contacts that can help to further analyze the data? |

SAMPLE EXECUTIVE LEADER PROGRAM LAUNCH ANNOUNCEMENT

It is recommended that prior to launching surveys, there be a communication to your customers announcing the program (or reinvention thereof) and the importance of their participation. The following is a suggested template, to be used as a guide for such a letter:

Dear [Contact Name],

It is with great excitement and commitment that I announce our improved “Voice of the Customer” Relationship Feedback Program. [Company] has recognized that in today’s challenging business economy, customers continue to hold the gateway to the future. It is our intent to more effectively focus and listen to and act on behalf of our customers.

The “Voice of the Customer” program will have several key components:

- *Engagement by our account managers and customer support teams to clearly communicate the goals, expectations and follow-up process with customers*
- *An electronic survey (delivered through email) to contacts interacting both directly and indirectly with [Company] who will be asked to assess critical aspects of our relationship*
- *A follow-up “results-sharing” collaborative exercise to address an account’s feedback and determine mutually agreed upon and appropriate actions*

This survey will assess performance topics which include:

- *The impact and value [Company] provides to your organization*
- *The performance of [Company] and their account management team*
- *Product and service performance and support*
- *Current state of buying and utilization of [Company] solutions*
- *What your expectations and future needs may be, relative to [solutions / industry]*

Our leadership team views these efforts as a critical step to more effectively understand and address the needs of our customers. We encourage and appreciate your participation in our “Voice of the Customer” program, as the success of this project is dependent upon your candor and input. You will receive additional project information within the next several weeks.

Thank you again for being a customer of [Company]. It is our goal, through your open and honest feedback, to serve you more effectively, and improve our mutually beneficial relationship.

Best Regards,

[Name(s)]

SAMPLE FOLLOW-UP LETTER

The letter / communication below is a sample of what you may choose to send after select survey distributions. The purpose of a follow-up letter is to acknowledge customer feedback, highlight key learnings, illustrate next steps, and analyze how information is used by your organization.

Dear [Name]

[Company] has just completed our year end LoyaltyPro™ (Voice of the Client) surveys. Thank you to those of you who took your valuable time to participate. For those clients who have not yet participated, the survey is still open for you to complete at your convenience, as we would always appreciate your feedback.

I am pleased to say that overall our ratings have improved. We now, more than ever, recognize our strengths as an organization, while also recognizing areas that need improvement, or the establishment of new standards of excellence. And we will! Improvement starts with your candor and we thank you for your input. We are in the process of reaching out to all clients who participated, and hope to have an effective debriefing with you so we can collaborate and move forward together. We are committed to surveying our clients twice a year, so we continue to receive your valuable feedback.

[Year] has been a very trying year for many businesses. We, like you, have been subjected to a new economy with new rules and fewer resources. Many of our clients have asked for more personal contact and awareness of their business challenges, and suggestions for new and innovative ideas around revenue improvement. Others are looking for more innovation and thought leadership. Our clients have challenged us to continue striving to be the best and most knowledgeable resource in the marketplace. We are mapping this journey to continued excellence in "Thought Leadership", integrated sales, and account management solutions as we communicate.

In summary, after [X] years of successfully serving our clients, we continue to learn. For [Year] and beyond, we will strive for excellence and growth, and are committed to making you and your organization successful.

Regards,

[Name]

[Title]

ABOUT THE CHAPMAN GROUP

The Chapman Group, founded in 1988, is a Sales Consulting Firm that creates world-class account management programs. We assist clients of all sizes, across a broad spectrum of industries, in increasing their revenue and retention through the implementation of innovative processes, methodologies, best practices, skills, and tools. Our metric-based approach integrates the art with the science of sales and enables our clients to grow by becoming more efficient, effective, and profitable. Clients, national and global, Fortune 1000 and mid-tier, have all found considerable value in continuing their relationship with us, long after initial goals have been accomplished. Clients often request The Chapman Group to monitor performance and provide ongoing support in the form of strategic planning, coaching, and skills training.

About The Chapman Group's Loyalty Assessment Services and LoyaltyProfessional™

The quantitative "Voice of the Customer" assessment is essential to the development and implementation of an organization's Strategic Account initiatives. The Chapman Group is your premier outsourcing partner for measuring the customer experience. We are a *full-services "Expert Resource Center" (ERC) that captures and reports on critical Loyalty metrics that influence an organization's customer retention and growth.*

Using our proprietary web-based survey engine, LoyaltyPro™, and our proven methodology and approach to customer loyalty surveying, we:

1. Collect, report, and analyze survey feedback
2. Measure key relationship dependencies between customer and supplier that determine loyalty
3. Provide your organization with a Loyalty Index – a number between 0-100 that correlates to the risk of attrition (***probability of losing the customer***)
4. Generate critical knowledge that influences / drives the strategic account plan

The Loyalty Index is a critical component for any organization's account management success. Having access to leading indicators that predict an account's risk of attrition can strengthen your market position by creating more loyal customers. This in turn allows for greater profitability and increased revenue.

For more information on The Chapman Group's customer loyalty surveying program, please contact us at 1-800-755-1905 x22.