

Are We Customer-Centric? Survey Results

Survey Questions: Strategic

- Customer Value Proposition
 - “All of the people in my department are aware of our value proposition to targeted customers”
- Brand Experience
 - “All of the people in my department thoroughly understand the experience that is to be delivered to customer to build our brand”

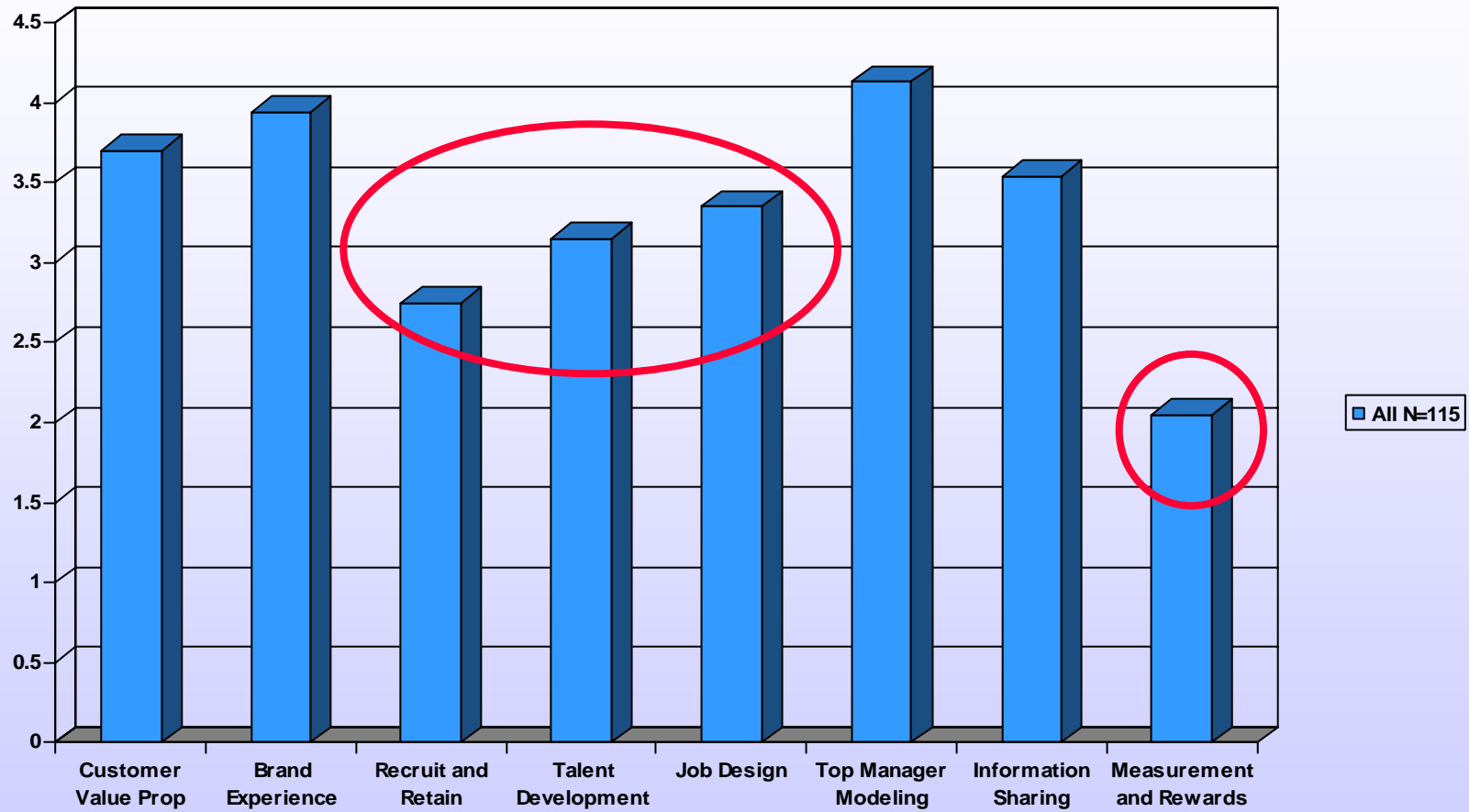
Please Note: The sub-bullets are only representative survey items or paraphrases of the actual full set of items. The questionnaire is based on one developed by Professors Robert Dewar and Hayagreeva Rao. Copyright 2004 by the Kellogg School of Management, Northwestern University.

Survey Questions: Implementation

- Recruitment and Retention
 - “Besides job-based criteria, we hire people whose attitudes fit our brand values”
- Talent Development
 - “All of the people in my department feel they have been equipped with customer insight and customer satisfaction competencies”
- Job Design
 - “Jobs and processes are designed more from the vantage point of customers than from an internal vantage point”
- Measurement and Reward
 - “All of the people in my department have their compensation tied to customer satisfaction/repurchase and are rewarded when they help another department do better for customers”

Survey Questions: Implementation

- Top Manager Modeling
 - “In my department, top managers are role models of customer-focused behavior for other employees”
- Information Sharing and Empowerment
 - “All of the people in my department feel that the metrics of customer satisfaction we use are simple and clear and that they have the power to respond quickly to customer problems”





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