



Sikora Associates, LLC

Helping Organizations Understand...

C.A.R.E._{tm} Overview

**Model and Measurement of
Your Organizational Relationships**

C.A.R.E.tm Model of Organizational Relationships

More than a satisfaction or loyalty measurement program.

We look at the entire lifecycle of

Customer (stakeholder) relationships:

- **A**cquisition of new relationships via sales, marketing, word-of-mouth
- **R**etention of existing relationships via quality transactions, service and product value, and image management
- **E**xpansion of existing relationships via anticipation of emerging needs, continuous innovation, and building of social capital



This framework can be used to monitor and build relationships with other stakeholders such as employees, suppliers, donors, and volunteers.



C.A.R.E.tm Model of Organizational Relationships

Leverages decades of research about attitudes and the linkage between attitudes, intentions, and behavior.

- **ABC's of attitudes**

Three dimensions of attitudes:

Affect (how I feel about you)

Behavior (how I act toward you)

Cognition (how I think about you)

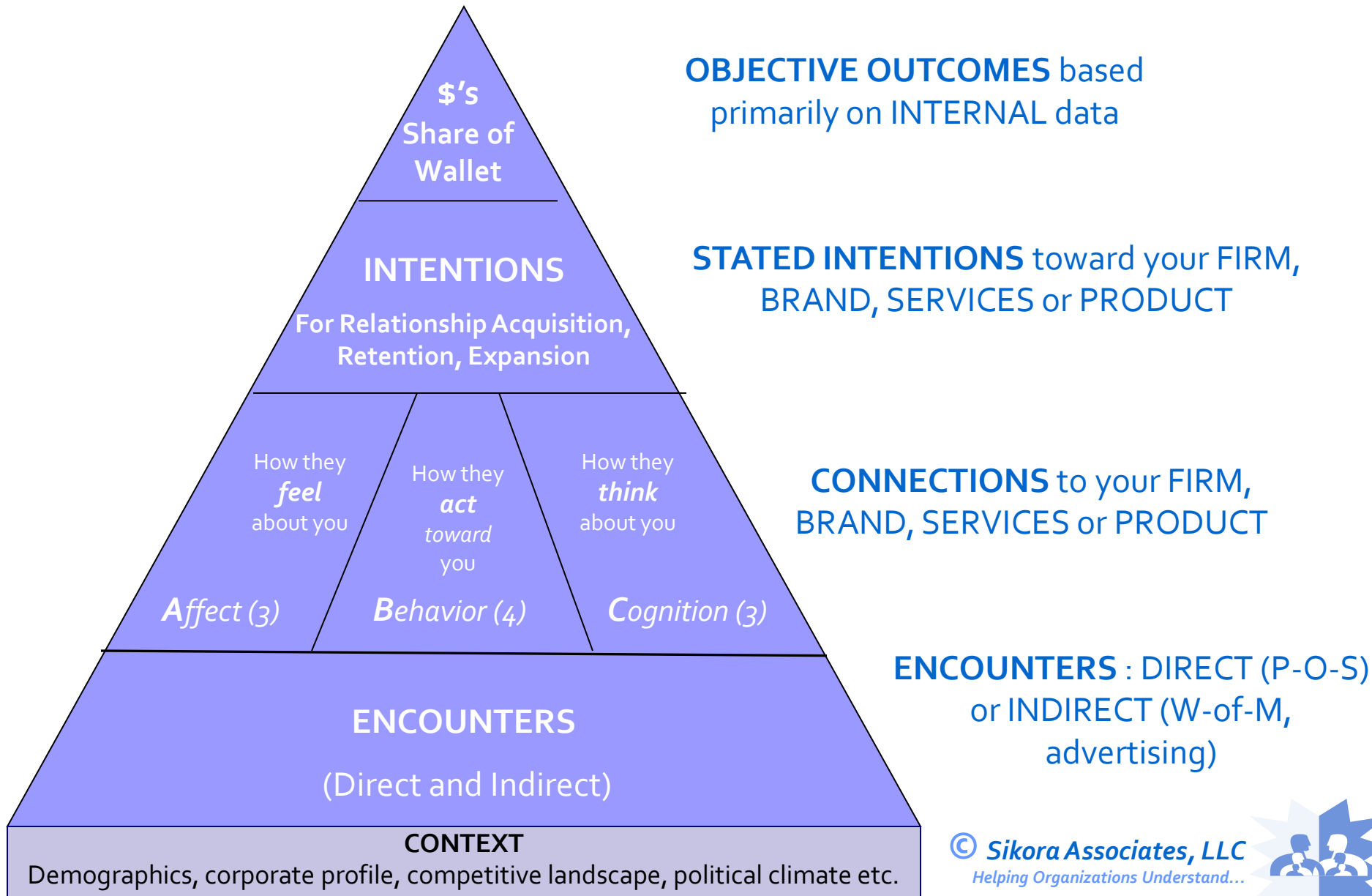
- Most programs measure only feeling or thinking dimensions

- ☐ Research shows that past behavior is the best predictor of future behavior
- ☐ We include measures of past behavior to ensure you have
 - A comprehensive understanding of your connections to customers
 - Stronger predictive power in models of intentions and future behavior (outcomes)

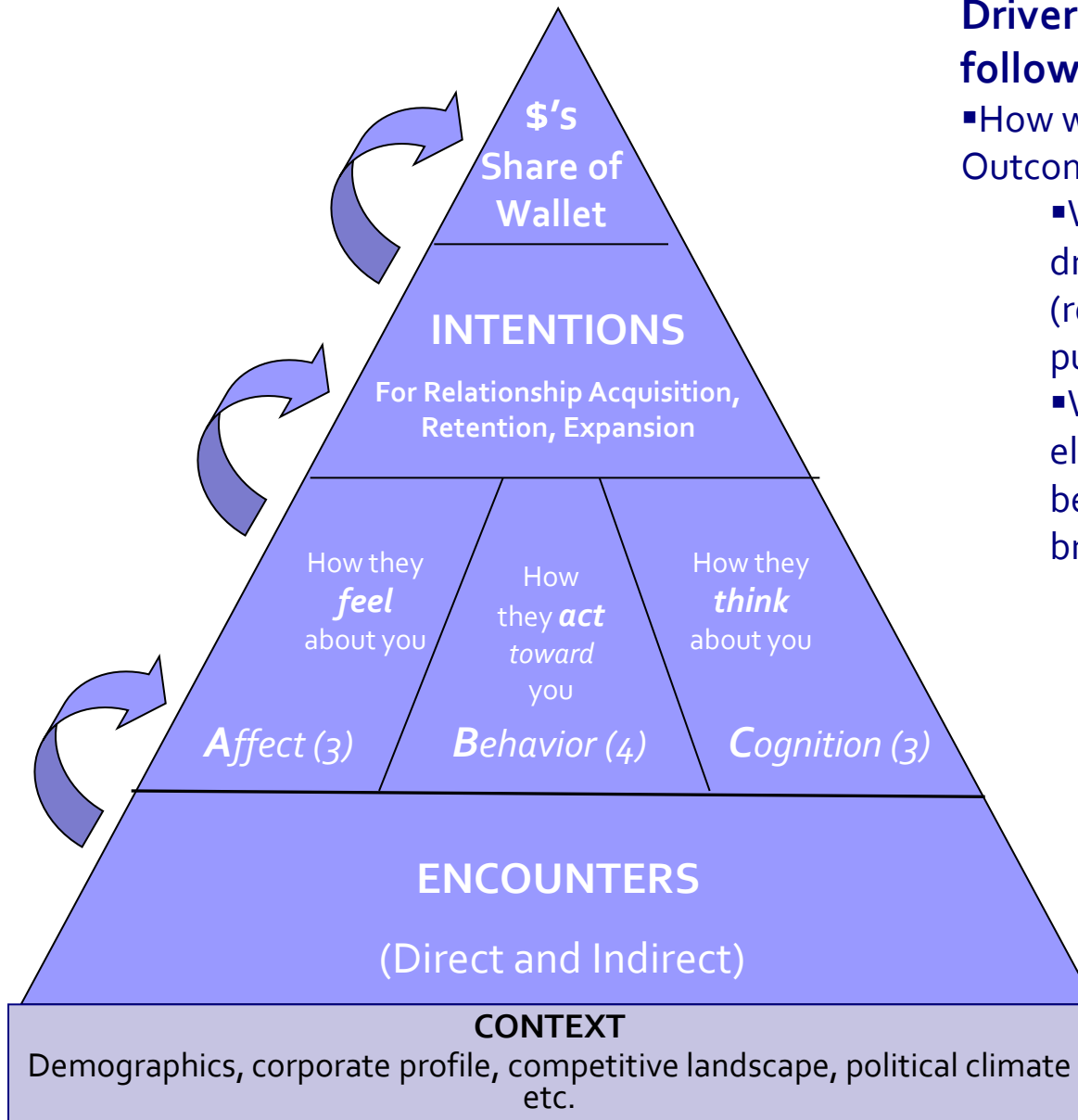
- Also considers how contextual factors can influence encounters, attitudes, intentions, and outcomes



C.A.R.E.tm Measurement Framework



C.A.R.E.tm Driver Analysis



Driver analysis* answers the following types of questions:

- How well do Intentions predict specific Outcomes?
- What Connection dimensions are driving sustained purchase (retention) versus expanded purchase?
- What Encounter experiences or elements are most aligned with beliefs versus feelings about your brand or service?

* We use regression, logistic regression, and/or Structural Equation Modeling for these analyses.



C.A.R.E. – Items for Customer Measurement

	CUSTOMERS (Current, Non, Competitor, and/or Lost)*				
OUTCOMES	Revenue			Corp/Internal	Data
	Share of Wallet				
	Trend in Revenues/Purchase				
	Breadth of Purchase				
INTENTIONS	Intent to Purchase			R E L A T I O N A L	C O R E
	Trend in Purchase (Intend more/less)				
	New Purchase (Intend different products/services/options)				
	Recommend to Others				
	Involvement (Advisory Group, Blog, Loyalty Programs, etc.)				
CONNECTIONS	Affect	Behavior	Cognition	Transactional	Survey Options
	How I FEEL about...	How I ACT toward...	How I THINK about...		
	Satisfaction	Past Purchase	Value		
	Trustworthy	Past Recommend	Reliability		
	Cares about Customer	Past Involvement	Meets Needs		
ENCOUNTER DETAILS				Firm/Industry	Specific Items
	Direct	Indirect (personal)	Indirect (impersonal)		
	Store experience	Word-of-mouth	Press/News		
	Customer Service	Second-hand	Advertisements		
	Product features	Tangential	Urban legend		
	Web site use	"I just know..."			
CONTEXT	Demo/Corpo-graphics	Individual Differences	Environment		
	Age	Category Involvement	Economic trends		
	Gender	Risk-Aversion	Cultural dimensions		
	Education	Tech Orientation	Socio/Political impacts		
	Life Cycle Stage	Social Network	Urban/rural		
	Employee Size (B-2-B)	"Big Five" temperment	Corporate climate/culture		
	Industry (B-2-B)	Category attitudes	Resource constraints		
* All can be targeted with slight adjustments to question wording					



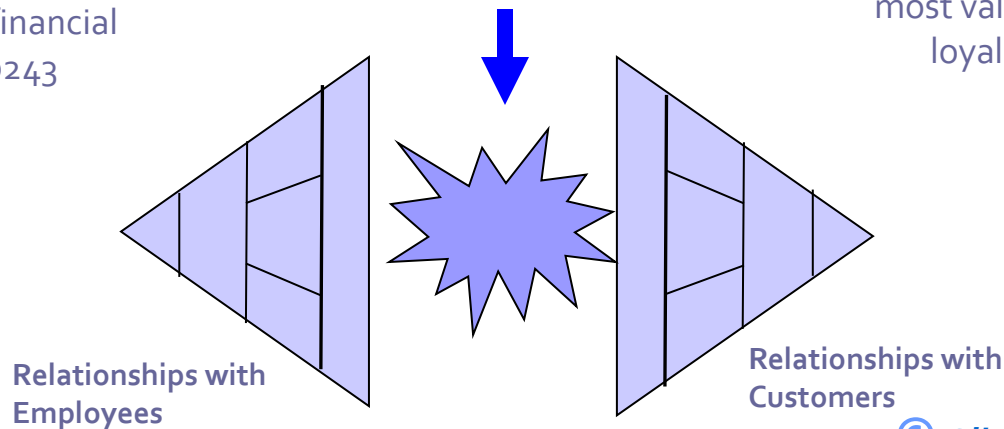
C.A.R.E.tm Employee Relationship Application

In a recent analysis of over 25 studies linking customer and employee satisfaction, Brown and Lamb (2008, Journal of Retailing) reported a significant and substantive relationship between these two employee and customer attitudes. This relationship held true in B-2-B and B-2-C as well as personal and possession oriented purchase contexts.

"Service providers often are the organization in the customers' perception, and their attitudes, expressed verbally and non-verbally...may leave a lasting impression that affects satisfaction, repeat buying, and financial performance." p243

Are you harnessing the potential energy at your employee/customer encounter interface?

"Managers should realize that satisfied, motivated, and committed front-line employees constitute a powerful engine for delivery of service quality and customer satisfaction, and that such a workforce can be the firm's most valuable asset in developing a loyal customer base." p.252



C.A.R.E.tm-ing for Employees

EMPLOYEES (Current, Competitor, and/or Lost)*

OUTCOMES	Productivity (Sales, Profitability, Efficiency measures)		
	Absenteeism		
	Promotions/Awards		
	360 Review Results		
INTENTIONS	Intent to Quit		
	Organizational Commitment		
	Organizational Citizenship Behavior		
	Recommend Workplace to Others		
CONNECTIONS	Involvement (Teams, Outside Activities/Sponsorships, Volunteer Events)		
	Affect <i>How I FEEL about...</i> Job Satisfaction Trustworthy Leaders Cares about Employees	Behavior <i>How I ACT toward...</i> Past Org Citizenship Past Recommend Past Involvement Past Attendance	Cognition <i>How I THINK about...</i> Value (Pay vs. Effort) Work Fits Skills Org Identity
ENCOUNTER DETAILS	People Boss interactions Colleague interactions Customer interactions Other stakeholders	Processes/Policies Have tools needed Goal/Objectives Processes support goals Role clarity	Rewards/Incentives Pay/Compensation Benefits Career advancement Training
CONTEXT	Demo/Corpo-graphics Age Gender Education Life Cycle Stage Employee Size (B-2-B) Industry (B-2-B)	Individual Differences Occupational Differences Risk-Aversion Tech Orientation Stress Outside Work Identification with Org Myers-Briggs, Birkman	Environment Economic trends Social Norms Socio/Political impacts Country/Regional issues Corporate climate/culture Resource constraints

Corp/Internal
Data

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Transactional
Survey Options

Firm/Industry
Specific Items

GAP ANALYSIS
can identify
where
employees and
customers are
out-of-sync.

Assessment of People,
Processes, Rewards, and
Context can identify areas for
service improvement and
alignment with customer
needs and expectations.

* All can be targeted with slight adjustments to question wording and, yes, you DO have competition for your employees!



Contact Us for More C.A.R.E-ing

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