

08005001

Kudler Fine Foods



IWAMOTO•CREWS•COE

IO CONSULTING FIRM

File No. 08005001

Kudler Fine Foods

Customer Satisfaction

Since 1998, Kathy Kudler focused her energy on opening her first gourmet food store and expanding into different locations of California. While Ms. Kudler continued to look at expansion opportunities almost ten years after opening her first store, she decided it was time to focus on customer retention because of intense competition from other gourmet food stores. While her customer base was solid and growing, Ms. Kudler knew that her ability to keep customers—and therefore remain profitable—was going to become more difficult with the opening of new and different gourmet food stores.

Ms. Kudler knows that excellent customer service is vital to the success of Kudler Fine Foods and that high quality customer service results in happy customers. She also knows that happy customers are likely to be loyal customers, and loyal customers will ultimately increase bottom-line financial performance. After all, customers today are not only interested in the product they are being offered but in all the additional elements of service that they receive—from the greeting they receive when they enter a store, to the refund and help that they receive when they have a complaint about a faulty product or service for which that they have paid.

To help her better understand what she could do to improve the satisfaction of her customers, early in the year Ms. Kudler contracted with us to conduct some market research to help her understand what is important to her customers—that is, what it is that contributes to her customers' satisfaction. Based on the results of the market research, she asked us to then create and implement quarterly surveys to measure how well Kudler Fine Foods is meeting the needs of its customers. The first survey was administered to a representative sample of Kudler Fine Foods customers across all stores. The second and third surveys were administered 3 and 6 months later to the same customers. The survey asked customers to rate the extent to which they agreed with eight items that were found to contribute most to customer satisfaction at Kudler Fine Foods. The first and last administration of the survey also

asked customers to rate how likely they were to recommend Kudler Fine Foods to friends and family.

Based on the first administration of the survey, customer satisfaction interventions were taken to improve in those areas in which customers did not strongly agree.

The questions guiding the research, as well as the hypotheses, included:

1. How do customer satisfaction interventions at Kudler Fine Foods affect Kudler Fine Foods' ability to meet customer needs?

H_{1O}: Customer satisfaction interventions will not affect customer ratings of employee knowledge over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of employee knowledge over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of employee friendliness and helpfulness over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of employee friendliness and helpfulness over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of employee follow-through over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of employee follow-through over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of selection and range of products over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of selection and range of products over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of product quality for the price over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of product quality for the price over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of pricing over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of price over time.

H_{1O}: Customer satisfaction interventions will not affect customer ratings of product availability over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of product availability over time

H_{1O}: Customer satisfaction interventions will not affect customer ratings of operation hour convenience over time.

H_{1A}: Customer satisfaction interventions will positively affect customer ratings of operation hour convenience over time.

2. How do customer satisfaction interventions at Kudler Fine Foods affect the likelihood that customers will recommend Kudler Fine Foods to friends and colleagues?

H_{1O}: Customer satisfaction interventions at Kudler Fine Foods will not significantly increase the likelihood that customers will recommend Kudler Fine Foods to friends and colleagues.

H_{1A}: Customer satisfaction interventions at Kudler Fine Foods will significantly increase the likelihood that customers will recommend Kudler Fine Foods to friends and colleagues.



Kudler Fine Foods

Customer Satisfaction Survey

Introduction: As a valued customer of Kudler Fine Foods, your feedback is very important to us. Please help us understand what we can do to improve your satisfaction with Kudler Fine Foods by taking a few minutes to complete this survey. Your responses will remain confidential and the results will only be reported in group format. Thank you in advance for your honest and thoughtful feedback. Please return your completed survey in the enclosed self-addressed, stamped envelope.

Part I: First, we would like to ask you to rate eight statements related to Kudler Fine Foods employees, gourmet food products, and operating hours. Please read each of the following statements and indicate the extent to which you agree with each statement by shading the most appropriate circle.

	Strongly Disagree 1	Disagree 2	Neither Disagree or Agree 3	Agree 4	Strongly Agree 5
1. Kudler Fine Foods employees are knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Kudler Fine Foods employees are friendly and helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Kudler Fine Foods employees follow-through on commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Kudler Fine Foods offers a good selection and wide range of products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Kudler Fine Foods offers good quality products for the price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Kudler Fine Foods pricing is competitive with other places I shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Kudler Fine Foods has the products I need when I need them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Kudler Fine Foods hours of operation are convenient to my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part II: Now we would like you to rate how likely you are to recommend Kudler Fine Foods to others. Please indicate your rating by shading the most appropriate circle.

1 = Very unlikely to recommend • 10 = Very likely to recommend										
	1	2	3	4	5	6	7	8	9	10
9. How likely is it that you will recommend Kudler Fine Foods to a friend or colleague?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your feedback.

Please return this completed questionnaire in the self-addressed, stamped envelope.

	FIRST ADMINISTRATION								
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	3	4	4	4	4	4	4	4	6
2	3	4	5	4	5	3	4	3	5
3	3	4	4	4	4	4	4	4	4
4	5	4	5	4	5	3	4	3	5
5	4	4	5	4	4	3	4	3	6
6	3	3	5	5	4	3	4	3	2
7	2	3	4	5	4	3	3	3	6
8	2	3	4	5	5	4	4	4	7
9	3	3	5	3	5	4	4	4	8
10	3	3	5	4	5	4	3	4	7
11	3	4	4	3	4	3	3	3	8
12	3	4	4	4	4	4	3	4	7
13	3	4	4	3	4	4	3	4	4
14	3	3	3	4	3	4	2	2	5
15	3	3	4	4	4	4	2	2	6
16	3	3	5	4	5	3	2	2	3
17	3	3	5	4	4	3	2	2	7
18	3	3	5	5	4	3	3	3	8
19	4	3	5	5	5	3	3	3	6
20	3	3	5	4	5	3	4	4	5
21	3	3	5	3	5	3	4	4	6
22	4	2	5	4	5	3	3	3	7
23	4	2	4	4	4	3	3	3	5
24	3	2	4	5	4	3	3	4	5
25	3	3	4	4	4	3	2	4	5
26	3	4	4	4	4	3	2	4	6
27	4	3	5	4	4	3	2	4	7
28	3	3	5	4	4	3	3	4	8
29	3	4	5	4	5	2	3	5	6
30	3	4	5	4	5	3	3	5	9
31	3	4	5	5	5	2	2	5	10
32	3	3	5	4	5	3	2	5	4
33	3	3	4	4	4	3	3	4	5
34	4	3	4	4	4	2	3	4	7
35	3	3	4	3	4	3	3	4	7
36	4	3	4	3	4	3	3	4	7
37	3	4	4	4	3	3	3	3	6
38	4	4	4	3	3	3	4	3	7
39	3	4	4	4	3	3	4	3	8
40	4	4	3	3	4	3	4	4	9
41	4	4	3	5	5	3	4	5	9
42	4	3	3	5	5	3	4	5	6
43	3	4	5	3	2	3	4	2	7
44	3	4	5	5	2	3	3	2	6
45	3	4	2	3	2	4	4	4	3

46	3	4	4	3	4	2	3	2	3
47	4	3	5	3	2	3	3	3	5
48	4	3	3	3	3	3	4	3	6
49	3	3	4	3	3	4	4	4	6
50	3	3	5	5	3	4	4	4	7
51	3	3	4	3	3	2	4	2	7
52	4	3	4	3	3	3	3	3	7
53	3	2	4	3	3	3	3	3	7
54	4	2	3	4	4	3	3	3	7
55	4	3	3	4	4	3	4	3	7
56	4	3	3	5	3	3	4	3	4
57	4	3	3	5	4	3	3	3	5
58	3	3	4	4	5	3	3	3	6
59	3	3	4	4	4	4	3	4	6
60	4	3	4	4	3	2	2	2	5
61	5	5	5	5	5	5	5	5	10
62	4	2	5	5	3	2	3	2	5
63	3	4	4	4	3	3	4	3	6
64	3	3	4	3	3	2	4	2	7
65	3	3	4	3	3	3	5	3	4
66	3	3	4	3	4	3	3	4	3
67	3	3	3	3	5	3	3	5	4
68	3	2	3	3	5	3	3	5	6
69	4	5	3	4	5	3	4	5	7
70	2	5	3	4	4	3	4	4	6

	SECOND ADMINISTRATION								
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	3	5	4	4	4	4	4	4	
2	3	5	5	4	5	3	4	3	
3	3	5	4	4	4	4	4	4	
4	5	5	5	4	5	3	4	3	
5	4	4	5	4	4	3	4	3	
6	3	4	5	5	4	3	4	3	
7	3	4	4	5	4	3	3	3	
8	3	5	4	5	5	4	4	4	
9	3	5	5	3	5	4	4	4	
10	3	4	5	4	5	4	3	4	
11	3	5	4	3	4	3	3	3	
12	3	5	4	4	4	4	3	4	
13	3	5	4	3	4	4	3	4	
14	3	4	3	4	3	4	2	2	
15	3	4	4	4	4	4	2	2	
16	3	4	5	4	5	3	2	2	
17	3	4	5	4	4	3	2	2	
18	3	4	5	5	4	3	3	3	
19	4	4	5	5	5	3	3	3	
20	3	5	5	4	5	3	4	4	
21	3	5	5	3	5	3	4	4	
22	4	5	5	4	5	3	3	3	
23	4	4	4	4	4	3	3	3	
24	3	5	4	5	4	3	3	4	
25	3	5	4	4	4	3	2	4	
26	3	4	4	4	4	3	2	4	
27	4	5	5	4	4	3	2	4	
28	3	5	5	4	4	3	3	4	
29	3	4	5	4	5	2	3	5	
30	3	5	5	4	5	3	3	5	
31	3	4	5	5	5	2	2	5	
32	5	5	5	4	5	3	2	5	
33	5	5	4	4	4	3	3	4	
34	5	5	4	4	4	3	3	4	
35	3	5	4	3	4	3	3	4	
36	4	5	4	3	4	4	3	4	
37	3	4	4	4	4	3	3	3	
38	4	4	4	3	4	3	4	3	
39	3	4	4	4	3	3	4	3	
40	4	4	3	3	5	3	4	4	
41	4	3	3	5	5	4	4	5	
42	4	3	3	5	5	3	4	5	
43	4	3	5	5	5	3	4	2	
44	5	3	5	5	5	3	3	2	
45	4	3	2	5	4	4	4	4	

46	4	4	4	5	4	2	3	2
47	3	4	5	4	5	4	3	3
48	3	4	3	4	3	3	4	3
49	3	3	4	4	3	4	4	4
50	3	4	5	5	3	4	4	4
51	4	4	5	4	4	2	4	2
52	4	4	5	5	4	3	3	3
53	3	3	5	5	4	4	3	3
54	4	4	4	4	4	3	3	3
55	4	4	4	4	4	3	4	3
56	4	4	4	5	3	3	4	3
57	4	5	4	5	4	3	3	3
58	3	4	5	4	4	3	3	3
59	3	4	5	4	4	4	3	4
60	3	4	5	4	4	3	2	2
61	5	5	5	5	5	5	5	5
62	3	4	5	5	4	2	3	2
63	3	4	4	4	4	3	4	3
64	3	4	4	4	4	2	4	2
65	3	5	4	4	5	3	5	3
66	4	4	4	4	4	3	3	4
67	4	5	5	4	4	3	3	5
68	4	4	5	4	4	3	3	5
69	4	5	5	4	4	3	4	5
70	4	5	4	4	4	3	4	4

	THIRD ADMINISTRATION								
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	3	5	4	4	4	4	5	5	10
2	4	5	5	4	5	3	5	5	7
3	3	5	4	4	4	4	5	5	7
4	5	5	5	4	5	3	5	5	8
5	4	4	5	4	5	3	5	4	7
6	3	4	5	5	4	3	5	4	6
7	3	4	4	5	4	3	5	4	8
8	3	5	4	5	5	4	5	5	7
9	3	5	5	5	5	4	5	5	6
10	3	4	5	5	5	4	5	4	7
11	3	5	4	5	5	3	4	5	8
12	3	5	4	5	4	4	4	3	9
13	3	5	4	3	4	4	4	3	9
14	3	4	3	4	3	4	4	3	9
15	4	4	4	4	4	4	3	3	9
16	3	4	5	4	5	3	4	4	10
17	3	4	5	5	4	5	5	3	9
18	3	4	5	5	5	3	4	3	9
19	4	4	5	5	5	3	5	3	9
20	3	5	5	4	5	3	4	4	6
21	3	5	5	5	5	3	4	3	8
22	4	5	5	4	5	5	4	3	8
23	4	4	4	4	4	3	5	4	9
24	3	5	4	5	4	3	5	4	9
25	3	5	4	4	4	4	5	3	10
26	3	4	4	4	4	4	4	3	9
27	4	5	5	4	4	3	3	3	9
28	3	5	5	4	4	2	4	4	9
29	3	4	5	5	5	2	5	3	10
30	3	5	5	5	5	3	5	3	9
31	3	4	5	5	5	2	4	3	10
32	3	5	5	4	5	3	5	3	6
33	3	5	4	4	4	3	5	3	6
34	3	5	4	4	4	2	4	5	6
35	3	5	4	3	5	3	5	3	6
36	4	5	4	5	4	3	5	3	10
37	3	4	4	5	4	3	5	3	8
38	4	4	4	5	5	3	5	3	10
39	4	4	4	5	3	2	5	2	9
40	4	4	3	5	5	3	5	3	6
41	4	3	3	5	5	3	4	3	6
42	4	5	3	5	5	3	4	3	9
43	3	5	5	5	5	3	5	3	9
44	4	5	5	5	5	3	5	3	9
45	3	5	2	5	4	3	4	3	9

46	4	5	4	5	4	2	5	2	6
47	4	5	5	4	5	3	5	3	8
48	4	4	3	4	4	3	4	3	7
49	3	3	4	4	4	3	4	3	9
50	3	4	5	5	5	4	5	4	9
51	4	4	5	5	5	2	5	2	8
52	4	4	5	5	5	3	5	3	7
53	3	5	5	5	5	3	5	5	8
54	4	4	4	4	4	3	5	4	9
55	4	4	4	4	4	3	5	4	8
56	4	4	4	5	3	4	5	3	9
57	4	5	4	5	4	3	5	4	9
58	3	5	5	4	5	3	5	5	9
59	3	5	5	4	5	3	4	5	8
60	4	5	5	4	4	4	4	4	9
61	5	5	5	5	5	5	5	5	10
62	4	4	5	5	5	3	5	5	10
63	3	4	4	4	5	3	4	5	7
64	3	4	4	4	5	3	5	5	10
65	3	5	4	5	5	4	5	5	9
66	3	4	4	5	4	3	5	4	9
67	3	5	5	5	5	3	5	5	9
68	4	4	5	5	5	3	5	5	8
69	3	5	5	5	5	3	4	5	9
70	4	5	4	4	4	3	4	4	9