

# The Customer Experience Diagnostic

The Customer Experience Diagnostic is a validated, web-based customer satisfaction measurement tool. Unlike traditional customer satisfaction surveys, it requires only the polling of a company's employees in order to understand customer satisfaction levels - saving significant effort, time and cost without sacrificing accuracy.

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### 1. WHAT DOES THE CUSTOMER EXPERIENCE DIAGNOSTIC MEASURE?

The Customer Experience Diagnostic measures two key factors – the Environment/Culture Factor and the Service/Care Factor – that give executives a clear picture of their customers' experience when interacting with the company.

Notably, the Customer Experience Diagnostic polls a company's employees instead of its customers to measure the customer experience. By examining the relationships among employees and between employees and their customers, the diagnostic provides an accurate measure of the customer experience.

### 2. HOW DO I TAKE IT?

The Customer Experience Diagnostic is an online, self-assessment tool. An employee responds to a set of items that asks about his or her behaviors and experiences related to customers and colleagues. The diagnostic takes less than 20 minutes to complete. Every employee who takes the diagnostic receives immediate online feedback that includes his or her strengths in customer experience as well as areas for improvement.

Executives and leaders have access to reports that give them visibility into specific target groups. With this insight leaders can plan and create specific action plans and interventions to influence customer experience.

### 3. WHO TAKES IT?

The Customer Experience Diagnostic is most powerful when it is taken by everyone in an organization. Customer experience is a mindset that influences the way employees interact with one another and with their customers. The Customer Experience Diagnostic provides powerful data representing the mindset of the organization; views can be created to target specific groups where there is an intention to enhance customer experience.

### 4. WHAT ARE THE ADVANTAGES OF THE CUSTOMER EXPERIENCE DIAGNOSTIC?

The Customer Experience Diagnostic assesses employee beliefs and behaviors directly, in order to improve customer satisfaction. The tool provides direction in terms of specific areas where an organization should focus its efforts to improve the customer experience.

Because the Customer Experience Diagnostic polls employees rather than customers, it diminishes potential survey fatigue on the part of your clientele. It also eliminates time companies typically invest to track down customer responses.

Customers who respond to surveys typically are either very satisfied or very dissatisfied with the service they receive, and different customers respond to the survey each time it is administered. By surveying your employees, you have a more controlled group of respondents, thereby providing far more consistent, reliable data.

By taking the Customer Experience Diagnostic, employees immediately see how their behavior and relationships with co-workers and customers impact the overall experience for the customer. The Customer Experience Diagnostic serves as a conversation starter that enables employees to think in new ways about how different actions can have a significant impact on customer service.

### 5. HOW DO I KNOW IT IS ACCURATE AND VALIDATED?

Over three years of research, Gap International confirmed the thesis that the mindset of employees is directly and reliably correlated with the satisfaction of customers. By direct comparison between the results of the Customer Experience Diagnostic and known, standardized customer service surveys, we were able to establish with a high degree of confidence that responses to the tool are an excellent indicator of customer satisfaction.

The Customer Experience Diagnostic was validated against the American Customer Satisfaction Index (ACSI) which annually polls 80,000 customers of about 220 large companies about their satisfaction with the goods and services they have purchased. This is done on a quarterly basis, and then each surveyed company receives a ranking on a customer satisfaction index.

We administered the Customer Experience Diagnostic to employees of 23% of the 2007 ACSI's 220 ranked companies. Analysis showed that scores on the Customer Experience Diagnostic were powerfully correlated with ACSI scores. Every item on the Customer Experience Diagnostic differentiated between the top and bottom tiers of the ACSI.

In addition to comparisons with the ACSI, we also validated the Customer Experience Diagnostic against customer service data from a major grocery chain and a regional bank. The results consistently indicated that bank branches and grocery stores with high customer satisfaction (as measured by their own internal metrics) also scored highly on the Customer Experience Diagnostic, and vice versa.

## 6. HOW ARE THE RESULTS PRESENTED?

### Individual Results:

Every individual who takes the Customer Experience Diagnostic receives immediate online feedback on his or her personal contribution to customer experience in the company. The intention of this feedback is to expand the individual's thinking which will then have him or her be more receptive to programs designed to enhance customer experience.

### Group Results:

Leaders or any individual charged with the task of impacting customer experience can be granted access to the results for each group that takes the Customer Experience Diagnostic. The intention of this feedback is to identify strengths and limitations of the groups' abilities to effectively address the customer experience.

### Organization Results:

Leaders or any individual charged with the task of impacting customer experience can be granted access to results for the aggregate group data of the entire organization. The intention of this feedback is to identify the strengths and limitations of the entire organization in its ability to effectively address the customer experience.

## 7. AFTER I PURCHASE THE DIAGNOSTIC, WHAT DOES THE IMPLEMENTATION PROCESS LOOK LIKE?

The implementation process has five phases: Set up and Design, Administration, Analysis, Individual Feedback, and Senior Executive Debrief Consultation.

During the Set up and Design phase, we will schedule a two-hour call with the senior executive. The implementation process takes approximately four weeks from start to finish and each participant's time commitment is twenty minutes.

## 8. WHAT ARE THE SYSTEM REQUIREMENTS TO ADMINISTER THE CUSTOMER EXPERIENCE DIAGNOSTIC IN MY COMPANY?

Employees who take the diagnostic would need to have access to the internet for approximately 20 minutes to complete the diagnostic. If employees do not have regular access to the internet and/or email addresses consumers may request alternate administration methods.

## 9. HOW IS THIS DIAGNOSTIC DIFFERENT FROM OTHER CUSTOMER SATISFACTION SURVEYS?

The Customer Experience Diagnostic studies the employee-customer dynamic from a completely unique frame. This new frame focuses on employee behaviors, representing a fundamental shift in the way employees across the company relate to their impact on the customer experience.

It points to the exact areas within an organization that need to be impacted to improve the customer experience.

The Customer Experience Diagnostic does not necessarily replace direct customer surveys; it can be used as an adjunct diagnostic to existing customer satisfaction strategies.

#### 10. WHO IS GAP INTERNATIONAL?

Gap International is a global management consultancy company that partners with executives in producing exceptional growth through extraordinary performance. Gap International offers products and services that provide a disciplined, systematic approach to sustainable profitable growth.

For over three decades Gap International has worked with FORTUNE 500 and Global 1000 corporations and public sector organizations in enabling leaders, teams, and organizations to operate at the highest levels of performance.

The company has global headquarters in Philadelphia and offices in London and Shanghai.

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