

Organizational Alignment Survey

*Achieving Profitable Growth Through
Outstanding Customer Service*

The link between customer satisfaction, customer loyalty and profitability is well known. It is not surprising therefore, that in a Bain & Co. survey, 92% of senior executives said that improving customer service in order to acquire and retain profitable customers was their number one priority for growing their business. However, aligning the organization with this strategy is another issue. In the same survey only 8% of employees felt that customer service was important to their company. Despite the best of management intentions, most organizations fail to identify and overcome the organizational roadblocks to outstanding performance in the market place.

The first step in aligning an organization is to know where these roadblocks are. Consequently, the Organizational Alignment Survey is invaluable. It is a powerful yet cost-effective way to quickly determine the blocks in your own organization as perceived by employees. Developed from research into the best practices of leading companies, the OAS has proven to be a starting point for organizations wishing to grow market share and improve their competitive position by becoming customer-focused.

The Organizational Alignment Survey is for senior managers who see differentiation through superior customer service as a key organizational strategy but are unsure where to start. It measures the perceptions of employees on 12 key dimensions which together enable an organization to meet and exceed customer expectations. The results are broken down by department, location, level and function, allowing a precise reading of where the main opportunities lie. This means that executives can use a 'laser guided rifle' to enable improvement rather than the wasteful 'shotgun' approach used by so many organizations.

Here are just some of the benefits:

- **Proven results.** The OAS has proven again and again to be a logical starting point for organizational change. For example, one of the most respected advertising agencies in the world, Leo Burnett, used the OAS as a prelude to its own improvement strategy in 1994 when it ranked 6th in the market and was experiencing nearly 65% employee turnover in its Asia Pacific operation. The OAS was used to help the management team identify the key issues that needed to be addressed in order to improve the agency's performance in the market place. Just two years later when the organization re-conducted the OAS, the organization had moved up to second place in the market and had the lowest employee and customer turnover in its sector. In the same period, account profitability increased by 63%. These business results were reflected in a significant improvement in OAS scores.
- **International.** The OAS has been used by hundreds of companies in many countries. It has been adopted by several leading international organizations as the standard by which they measure their operating units. For example, one international distribution company has used the OAS in a number of its strategic business units.



- **Leading Edge.** The OAS is designed by Shaun Smith, an international practitioner and consultant in the field of customer service strategies and based on research conducted over a five year period. Mr. Smith has worked on many customer service initiatives for organizations such as British Airways, Shangri-La Hotels and Resorts, Toyota, Manulife Financial and Prudential Insurance, to name but a few. Why develop your own survey when the OAS builds on the best practices in the field?
- **Benchmark.** One of the great benefits of using the OAS is our extensive database which allows you to compare your organization's results with our norm and the best performing organization in each dimension. This enables you to really understand how your organization is performing and direct attention where it is most needed.
- **Cost-Effective.** The automated report generation and optical scanning both allow for fast turnaround and low unit costs. At the same time, open-ended questions of your choice allow you to focus the OAS on particular issues in your organization. Compare our service with research companies. We are faster, less expensive at high volumes, and provide special options for repeat surveys.
- **Action-Oriented.** Most research reports provide you with data. The OAS provides you with knowledge. Our expert system and computer-generated tactics provide comprehensive recommendations specially selected from 250 best-in-class practices. These recommendations focus you on the actions which will produce the best results for your company.
- **Flexible.** The problem with most "off-the-shelf" surveys is that they are inflexible. The OAS has been designed to be customizable so that we can adapt it to meet the precise needs of your organization while you still enjoy the benefits of our proven methodology and extensive database.
- **Customer-Focused.** The OAS is not a traditional climate survey, nor is it an internally-focused employee satisfaction survey. While both the elements of climate and employee satisfaction are addressed within it, the OAS is designed to use organizational direction and customer focus as its analytical framework. It can be used alone or in conjunction with customer research. To this extent, it is an ideal companion to our TMCustomer Alignment Survey which surveys your customers perceptions of your organization's performance.



How can the OAS help me?

The OAS...

1. provides a survey of employee opinions
2. introduces organizational change and enables a company to implement a customer-focused strategy
3. serves as a “check” to quickly and simply audit the organization and then spot specific areas requiring attention
4. is a tracking study to monitor change and progress over time
5. provides a benchmark to compare your organization with average and best-in-class competitors
6. serves as a diagnostic to understand the issues impacting particular departments, locations or employee teams experiencing problems
7. is a strategic planning tool to provide data and input for annual strategy sessions
8. creates a blueprint for a comprehensive change initiative to improve a company’s competitive position and bottom line results

Here are just some of the organizations that have achieved results through the OAS:

“Using the OAS provided us with the ability to pinpoint our problem areas and quickly address fundamental organizational issues.”

Allen C. Chichester Chairman
Leo Burnett Greater China

“The survey is concise, user-friendly and actionable. It has allowed us to benchmark and track our progress on important business culture development in a precise way.”

Mark A. Wilson, Vice President
SmithKline Beecham, Consumer Brands

“The Organizational Alignment Survey has become an integral feature of our group-wide culture change program. It has allowed us to establish the current status of each of our business and action plan what they need to do to move forward.”

Cheryl Cromer, Manager Quality Service
Inchcape Pacific, Ltd.

“The Organizational Alignment Survey gave the management team an excellent benchmark of our employees’ attitudes and more importantly, a means to make decisions leading to tangible improvements.”

Calvin Wong, Assistant General Manager Sales and Marketing
The Prudential Assurance Company, Ltd.

