

**Universal Lift
Equipment, Ltd.**



**2014
Customer
Satisfaction
Survey**

Info Quest[®]
Business Process Review

UNIVERSAL LIFT EQUIPMENT, LTD.

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SECTION 1

Executive Overview



Executive Overview

This report has been exclusively prepared for Universal Lift Equipment, Ltd. The purpose of the report is to present the findings of an *InfoQuest*® Customer Satisfaction Survey conducted on the company's behalf between June 10th and August 15th of this year. It is presented solely for use by the ownership and management of Universal Lift Equipment, Ltd.

The survey which is being reported herein was launched on June 10th when the company sent a letter to 75 of its top customers. Subsequent to the mailing of those letters, *InfoQuest*® attempted to reach each customer by telephone in order to (i) secure their agreement to participate in the survey, and (ii) to confirm and - if necessary, to correct - their contact and mailing information. As a result of those phone calls, we made contact with 63 customers who agreed to participate, all of whom were sent surveys by mail. As of the date of this report, 49 completed surveys have been returned, producing a response rate of 78%.

The principle focus of the survey was to seek customer opinions about their relationship with the company as they pertain to the following areas:

- Billing & Invoicing
- Pricing
- Communication
- Customer Impressions
- Sales Performance
- Delivery
- Management Interactions
- Ordering
- Customer Service

A total of 36 questions relative to the above areas, and an additional group of four questions designed to measure the customer's Overall Satisfaction with your company, were posed to each customer.

In reviewing the results of the survey, it's important for company management to first consider the statistical premise under which the survey was conducted. There are a great many methodologies that can be used to assess customer perceptions, but in our experience the one true revenue barometer is the measure of those who are **Totally Satisfied**.

While attaining a 100% level of total satisfaction is a commendable goal for any business, the truth is, it is probably also an unattainable goal. People tend to be inherently critical, and it's virtually impossible to keep everyone completely satisfied all the time. In fact, on average, any measurement that shows a total satisfaction level equal to or greater than 75% is considered exceptional.

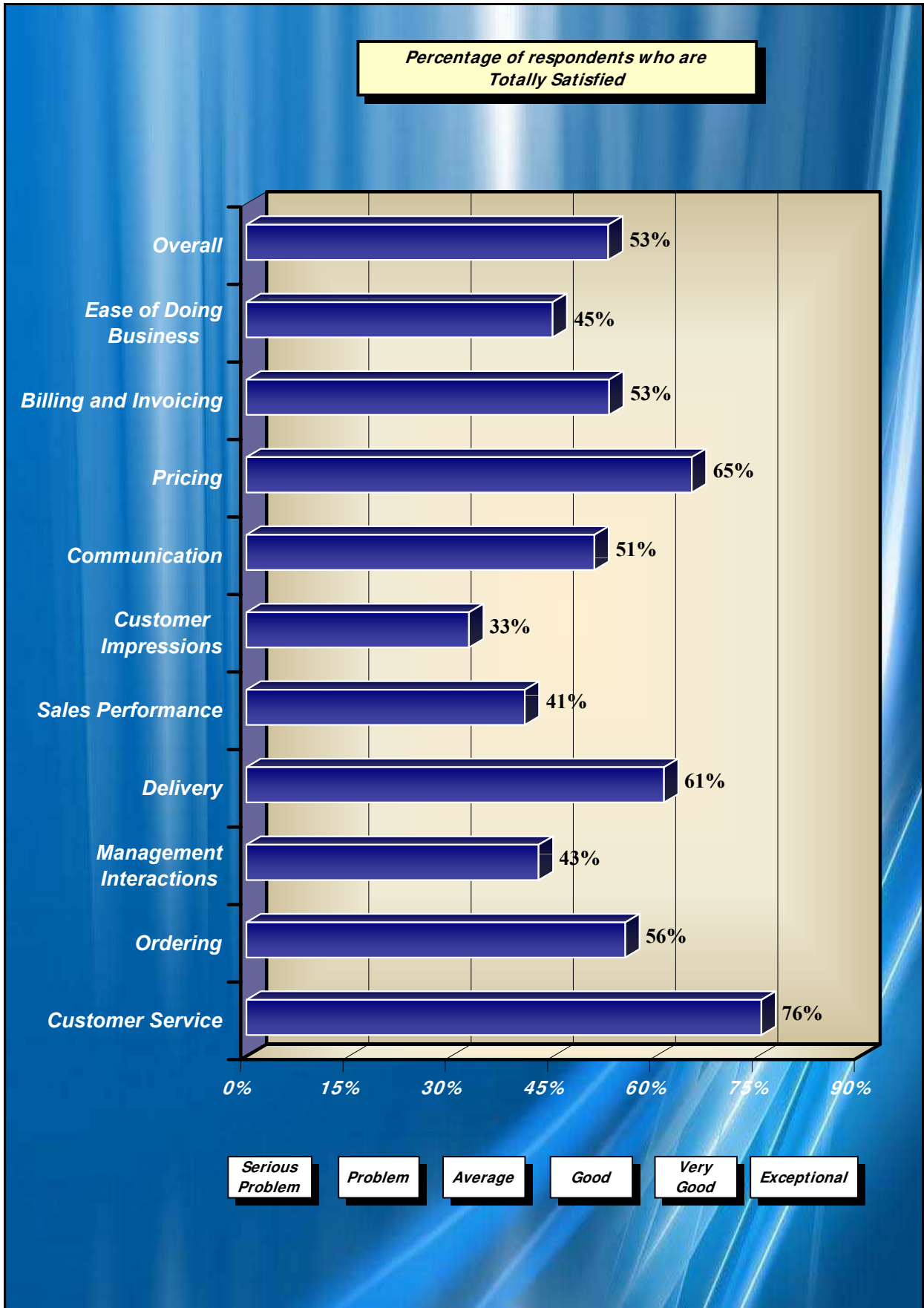
On that basis, our experience has been that the following scale provides a meaningfully accurate expression of results:

- | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>75% +</p> <p>60% - 75%</p> <p>45% - 60%</p> <p>30% - 45%</p> <p>15% - 30%</p> <p>0% - 15%</p> | <p>Totally Satisfied</p> <p>Totally Satisfied</p> <p>Totally Satisfied</p> <p>Totally Satisfied</p> <p>Totally Satisfied</p> <p>Totally Satisfied</p> | <p>- Exceptional. There is little need or room for improvement.</p> <p>- Very Good. You are doing a lot of things right. This level is rarely achieved.</p> <p>- Good. Most successful companies are at this level.</p> <p>- Average. Bottom line impact is readily attainable.</p> <p>- Problem. Remedial actions are needed.</p> <p>- Serious Problem. Immediate and decisive actions are needed.</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

With those thoughts in mind, the information on the next page shows the categorical results of the survey presented herein.



SUMMARY OF OVERALL CUSTOMER SATISFACTION



INTRODUCTION TO THE REVENUE INDEX

Various studies performed over the years, starting with one conducted by Xerox Corp. in the early '90's, have consistently shown that a Totally Satisfied customer is, on average, from 3-10 times more likely to buy from you again than a customer who is merely Somewhat Satisfied.

Additional studies conducted by the developers of *InfoQuest* have taken those findings a step further. Not only is the propensity to buy much greater among Totally Satisfied customers, but we have been able to statistically verify that the implied financial relationship between customer satisfaction and revenues is also measurable and predictable.

That breakthrough came in 1995, when we performed a statistical analysis of Customer Satisfaction data encompassing the findings of over 20,000 customer surveys conducted in 40 countries. The conclusions of the study were as follows:

Over time -

- **A Totally Satisfied Customer contributes 2.6 times as much revenue to a company as a Somewhat Satisfied Customer.**
- **A Totally Satisfied Customer contributes 14 times as much revenue as a Somewhat Dissatisfied Customer.**
- **A Totally Dissatisfied Customer decreases revenue at a rate equal to 1.8 times what a Totally Satisfied Customer contributes to a business.**

With those findings in hand, we were able to develop the Revenue Index.

How the Revenue Index Works

The purpose of the Revenue Index is to calculate and illustrate what survey results mean in terms of revenue maximization for your company. As shown in the findings above, the underlying presumption of the Revenue Index is that:

- 1) If all customers are Totally Satisfied, they will contribute 100% of their revenue potential;
- 2) Lesser degrees of satisfaction will lower the revenue contribution potential;
- 3) Dissatisfied customers will actually decrease revenue.

In the chart shown below, we have developed a set of simplified ratios which numerically illustrate the revenue impact of varying degrees of customer satisfaction.

Survey Result	Index – Normalized to One Hundred Percent	Simplified Ratios
Totally Satisfied	100%	1.0
Somewhat Satisfied	38%	.4
Somewhat Dissatisfied	7%	.1
Totally Dissatisfied	-180%	(2.0)

The chart on the next page applies those ratios to the actual results of this survey.



Universal Lift Equipment, Ltd.

OVERALL SATISFACTION	INDEX - NORMALIZED TO ONE HUNDRED PERCENT	SIMPLIFIED RATIOS	NUMBER OF RESPONDENTS	RESPONSE %	INDEX SCORE *
Totally Satisfied	100%	1.0	26	53.06%	53.06%
Somewhat Satisfied	38%	0.4	19	38.78%	15.51%
Somewhat Dissatisfied	7%	0.1	3	6.12%	0.61%
Totally Dissatisfied	-180%	(2.0)	1	2.04%	-4.08%

* Index Score is calculated by multiplying Response % by Simplified Ratio

TOTAL SCORE 65.10%

The total score is a measure of the percentage of available revenues you are currently receiving from your customers.

While the Revenue Index is extremely useful for tracking changes over time, several points of clarification are in order.

- 1) It is a very sensitive indicator of changes in customer perceptions. Small shifts from one satisfaction group to the next can produce major movement in the Index, especially if driven by customers in the Totally Dissatisfied group.
- 2) The impact on revenue is not instantaneous. While increases or decreases in customer satisfaction will produce changes in revenues, the actual impact tends to lag by anywhere from 6-9 months. The Revenue Index is most useful as a predictor of future actions.
- 3) Customer satisfaction is obviously not the only revenue driver; competitive influences and general economic conditions play a significant role in any company's performance. Thus any conclusions drawn from the Revenue Index must be based on the assumption of "all (other) things remaining equal".
- 4) The underlying premise of the Revenue Index is built upon survey data collected within a highly competitive sector. In mature businesses, where products or services are quite similar, the impact of customer satisfaction on revenues may be even greater.

InfoQuest Benchmarks (Totally Satisfied)

High Company Score	94%
Low Company Score	-34%
Median All Companies	60%
Percentile Rank	59%

Rank of current score in database (High Score = 100%)

SECTION 2

Customer Database Notations

This section provides a summary of findings having to do with the results of the telephone validation process, a summary of respondents and non-respondents, and notations of indicated contact information changes gleaned from returned surveys. It is presented in four parts.

Part 1, Pre-Survey Notations, recaps by name and location the result of each customer name provided to us. In this part we have listed the names of person(s) who were validated; persons who refused participation; persons who are participating in the survey as the result of a referral from someone on the original survey list, and those who we were unable to reach. Explanatory notes, where available, have been included.

Part 2, Pre-Survey Database Corrections, presents contact record changes identified during the validation process. In this part, if a record change was identified, (e.g.; a different phone number, the spelling of a name, etc.), a two line entry has been made. On the first line is a listing of the contact information provided to us. Immediately below that line is a summary of changes. Note that any fields needing change are listed on the second line and are highlighted in bold type. Empty fields on the second line require no changes. Individuals for whom no contact changes were noted are not listed in Part 2.

Part 3, Response Summary, lists survey response and return information. Specifically, it shows who responded, who did not, and (if applicable) who responded on behalf of someone else. Customer refusals garnered during follow-up calls, if any, are also listed in the part.

Part 4, Post-Survey Notations, presents contact record changes identified from review of returned surveys. In this part, we have itemized any contact information (titles, addresses, phone numbers, etc.) that differ from information verified during validation. Information in this part is presented in the same format as in *Part 2*.



Pre-Survey Notations

Company	Name	Accept	Decline	Bad Data	Not Reached	Notes
Abbey Langham Lifts Ltd	Mr. Stephen Bryant	✓				
Abby Lifts Ltd	Mr. Barton Lombard			✓		Mr. Lombard is no longer employed by the company. He was replaced by Mr. Peter Graham.
Abby Lifts Ltd	Mr. Peter Graham	✓				New contact as a replacement for Mr. Barton Lombard.
Accord Lift Services	Mr. Timothy Kane	✓				
Amalgamated Lifts Ltd	Mr. Maurice Lawson	✓				
Amherst Ltd	Mr. Thomas Russell	✓				
Apex Lift & Escalator	Mr. Alan Hunter	✓				
Apollo Lifts Ltd	Mr. Dennis Stevens	✓				
Associated Lift Services Ltd.	Mr. Frank Edwards	✓				
Axis Elevators Ltd	Mr. Charles Neville	✓				
Bardeck Lift Engineers Ltd	Mr. Milton James	✓				
British Lift Services	Mr. Paul Yates	✓				
Britton Price Ltd	Mr. Liam Davidson	✓				
Cable Lifts	Mr. Lawton Lee	✓				
Champion Industries	Ms. Alison Forster	✓				
City Lifts Ltd	Mr. Richard Tarrant		✓			Mr. Tarrant stated he was not the appropriate person to participate in the survey. He referred Mr. Arthur Quaterman.
City Lifts Ltd	Mr. Arthur Quaterman	✓				New contact as a replacement for Mr. Richard Tarrant.
County Lift Services	Ms. Janet Johnston	✓				
Crest Lifts Ltd	Mr. Neil Day	✓				
Crown Lifts Ltd	Mr. Winston Tucker	✓				
Design Services Ltd	Mr. Henry Zwilling	✓				
Dewcroft Engineering	Mr. Doug Thomas	✓				
DJ Lifts Services	Mr. Fenton Martin	✓				
Elite Elevators Ltd	Mr. Ben Amor	✓				
Express Evans Ltd	Ms. Joan Peters	✓				
Fujitec (UK) Ltd	Ms. Fran Austin	✓				
GMC	Mrs. Barbara Ford			✓		Mrs. Ford has retired. Additional contact supplied - Mr. Oliver Cox.
GMC	Mr. Oliver Cox	✓				New contact as a replacement for Mrs. Barbara Ford.
Gregson & Bell	Mr. Franklin Peters			✓		Mr. Peters is not known at the number given. Additional contact supplied - Mr. Thomas Brown.
Gregson & Bell	Mr. Thomas Brown	✓				New contact as a replacement for Mr. Franklin Peters.

Pre-Survey Notations

Company	Name	Accept	Decline	Bad Data	Not Reached	Notes
GSR (UK) Ltd	Mr. Joe Marbaugh	✓				
Hammond & Champness Ltd	Mr. John Fallon	✓				
Herr Industrial	Ms. Carla Phillips	✓				
Independent Lift Services Ltd	Mr. Bruce Norton	✓				
Industrial Lift Services Ltd	Mr. Kenneth Quinn	✓				
J.M. Morley plc	Mr. Justin Morley		✓			Mr. Morley declined invitation to receive survey, claiming he no longer does business with ULE, and does not envision that changing in the future.
Johnson & Turley Ltd	Mr. Chris Walker	✓				
Key Elevators Ltd	Mr. Doug Felstead	✓				
Kone Lifts Ltd	Mr. Robert Cole	✓				
L E S (Lye)	Mr. Andrew Booth	✓				
Leonard Lifts Ltd	Mr. Michael Fry	✓				
Liberty & Maller	Ms. Jackie Kiehl		✓			Ms. Kiehl felt she was not qualified to participate in the survey. She referred Mr. David Kline.
Liberty & Maller	Mr. David Kline	✓				New contact referred by Ms. Jackie Kiehl.
Lift Services Brighton	Ms. Loretta Williams	✓				
Liftwise Ltd	Mr. Steve Patterson	✓				
Lutz Southern E&E	Mr. Richard Ross	✓				
Major Lift Services	Mr. Mike Hayes		✓			Mr. Hayes declined participation because he does not deal with Universal Equipment Lift. He referred Mr. Joseph Zeal.
Major Lift Services	Mr. Joseph Zeal	✓				New contact referred by Mr. Joseph Zeal.
Manger Ltd	Mr. Morris Hathaway				✓	The telephone number provided was incorrect and a replacement number could not be obtained.
Metro Lifts	Mr. Nathan Evans	✓				
Monarch Lifts Ltd	Mr. Samuel Ives	✓				
Morris Farmaport	Mr. Graham Fox	✓				
O'Donovan Lifts Ltd	Mr. Andy Fletcher		✓			Mr. Fletcher has transferred to a new position and no longer works with Universal Lift Equipment. He referred Mr. Kevin Unwin as the new contact.
O'Donovan Lifts Ltd	Mr. Kevin Unwin	✓				New contact referred by Mr. Andy Fletcher
OEM Support Group Ltd	Mr. Wayne Quintanos	✓				
Osbourne Lift Service	Mr. Wade Thomas	✓				
Penn-Arcade Group Ltd	Ms. Odessa Smythe			✓		Ms. Smythe is no longer employed by the company. Additional contact supplied - Mr. Jason Wentworth
Penn-Arcade Group Ltd	Mr. Jason Wentworth				✓	New contact as a replacement for Ms. Odessa Smith.

Pre-Survey Notations

Company	Name	Accept	Decline	Bad Data	Not Reached	Notes
Pickerings Lifts	Mr. Keith Riley	✓				
Premier Lifts Ltd (Rainham)	Mr. Michael Stephenson	✓				
Premier Lifts Service	Mr. Morris Young	✓				
Rubax Lifts Ltd	Mr. Samuel Hall	✓				
SARCON Ltd.	Mr. Geoffrey Murdock	✓				
Saxon Lifts Ltd	Mr. Frank Oxley	✓				
Schindler Ltd	Mr. Brian McNair	✓				
Temple Lifts Ltd	Mr. Jason King	✓				
Thyssen Lifts & Escalators	Mr. George Gray	✓				
TSC Ltd	Mr. Neil Hunell		✓			Contact declined invitation to receive survey. He said he dislikes surveys and does not have the time.
UK Lifts Company (Watford)	Mr. Paul Davies	✓				
Westings Labs	Mr. Collin Westings	✓				
Widget Technologies Corp.	Kevin Lamero	✓				
Wilson Technologies	David Farrell	✓				
Winter Group	Harley Winter	✓				
Worldwide Electric Corp.	Paul Rankind	✓				
Yorkshire Lift Services Ltd	Mr. Michael Wilson	✓				

Totals	63	6	4	2		
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Pre-Survey Database Corrections

Customer	Title	Company	Address	City	County	Postal Code	Phone
Mr. Peter Graham	Service Supervisor	Abbey Lifts Ltd	Brunswick Industrial Park, New Southgate	FELTHAM		TW13 7HX	01784 249 3200 01784 249 3214
Mr. Richard Tarrant Mr. Arthur Quaterman	Service Manager	City Lifts Ltd	2 Swallow End	WELWYN GARDEN CITY	Hertfordshire	AL7 3SP	01278 655 401
Mr. Neil Day	Director	Crest Lifts Ltd	Linsford Business Park, Linsford Lane, Mytchett	COULDSON	Surrey	CR5 2HR	01373 890 8500 01373 890 8510
Mr. Doug Thomas	Engineer Director of Engineering	Dewcroft Engineering	Wiston House, 211 Rayleigh Road	BOURNEMOUTH	Dorset	BH11 8LL	0127 222 372
Ms. Joan Peters	Director Office Manager	Express Evans Ltd	Gielgud Way, Crosspoint Business Park	COVENTRY		CV2 2SA	01203 867 200
Mr. Franklin Peters Mr. Thomas Brown	Managing Director	Gregson & Bell	12 Holdsworth Road, Holmfield	BRADFORD	West Yorks	BD13 1QA	01274 882 271
Ms. Barbara Ford Mr. Oliver Cox	Purchasing Manager	G M C	PO Box 209, Chesford Grange	WARRINGTON	Cheshire	WA1 4SX	01925 818 101
Mr. Doug Felstead		Key Elevators Ltd	Fairview Industrial Park, Manor Way	HORLEY	Surrey	RH6 9HN	01535 607 9800 01535 607 9876
Mr. Michael Fry	General Manager	Leonard Lifts Ltd	Sidney Road Radcliffe Rd., Miinsbridge, Huddersfield	BRENTFORD WEST YORKS	Middlesex	TW8 0DY HD3 4LX	0168 951 214
Ms. Jackie Kiehl Mr. David Kline	Director	Liberty & Maller	Westminster Works	WATFORD	Hertfordshire	AL7 3SP	01642 860 3487
Mr. Richard Ross	Director	Lutz Southern E&E	1974 Heath Lane Denning House, 1 Hazlehurst Rd.	BOROUGHBRIDGE MANCHESTER	North Yorks	YO5 19UY M28 2SX	01617 181 777
Mr. Mike Hayes Mr. Joseph Zeal	Partner	Major Lift Services	59-61 Park Royal Road, Park Royal	LONDON		NW10 7JJ	01819 631 110
Mr. Samuel Ives	Director	Monarch Lifts Ltd	Unit 3, Barlow Way, 45 Tudor Road, Hackney	LONDON	Middlesex	TW18 3AY	01642 855 3399 01628 850 808
Mr. Andy Fletcher Mr. Kevin Unwin	Managing Director	O'Donovan Lifts Ltd	O.D.L. House, Doughcloyne Industrial Estate	CORK		Ireland	00 353 44 300478
Mr. Wayne Quintanos Mr. Wayne Quinteros		OEM Support Group Ltd	317 Lancaster Road	ENFIELD	Middlesex	TW18 4AN	
Mr. Samuel Hall	Managing Director	Rubax Lifts Ltd	PO Box 3051 41 Brookfield Street	HOVE NEWTON LE WILLOWS	Sussex Merseyside	BN3 7ES WA10 3NS	01422 745 8411
Mr. Brian McNair	Managing Director	Schindler Ltd	Schindler House, 3 Plane Tree Crescent	KEIGHLEY	West Yorks	BD21 5NA	01708 995 8000 01708 995 8410
Mr. Jason King	Operations Director	Temple Lifts Ltd	216 Green Lane Lees Road, Knowsley Industrial Park North	LONDON KNOWSLEY	Merseyside	SW1A 3EG L33 7SE	0151 547 4199

Response Summary

Company	Name	Returned Survey	Did not return survey	Notes
Abbey Langham Lifts Ltd	Mr. Stephen Bryant	✓		
Abbey Lifts Ltd	Mr. Peter Graham	✓		
Accord Lift Services	Mr. Timothy Kane	✓		
Amalgamated Lifts Ltd	Mr. Maurice Lawson	✓		
Amherst Ltd	Mr. Thomas Russell		✓	
Apex Lift & Escalator	Mr. Alan Hunter	✓		
Apollo Lifts Ltd	Mr. Dennis Stevens	✓		
Associated Lift Services Ltd	Mr. Frank Edwards	✓		
Axis Elevators Ltd	Mr. Charles Nevill	✓		
Bardeck Lift Engineers Ltd	Mr. Milton James	✓		
British Lift Services	Mr. Paul Yates	✓		
Britton Price Ltd	Mr. Liam Davidson	✓		
Cable Lifts	Mr. Lawton Lee	✓		
Champion Industries	Ms. Alison Forster		✓	
City Lifts Ltd	Mr. Arthur Quaterman	✓		
County Lift Services	Ms. Janet Johnston	✓		
Crest Lifts Ltd	Mr. Neil Day	✓		
Crown Lifts Ltd	Mr. Winston Tucker	✓		
D J Lifts Services	Mr. Fenton Martin	✓		
Design Services Ltd	Mr. Henry Zwilling	✓		
Dewcroft Engineering	Mr. Doug Thomas	✓		
Elite Elevators Ltd	Mr. Ben Amor	✓		
Express Evans Ltd	Ms. Joan Peters	✓		
Fujitec (UK) Ltd	Ms. Fran Austin	✓		
G M C	Mr. Oliver Cox	✓		
Gregson & Bell	Mr. Thomas Brown	✓		
GSR (UK) Ltd	Mr. Joe Marbaugh		✓	
Hammond & Champness Ltd	Mr. John Fallon	✓		Written comments indicate survey was completed by Mr. Phillip Osbourne, Chief Design Engineer.
Herr Industrial	Ms. Carla Phillips		✓	

Response Summary

Company	Name	Returned Survey	Did not return survey	Notes
Independent Lift Services Ltd	Mr. Bruce Norton	✓		
Industrial Lift Services Ltd	Mr. Kenneth Quinn	✓		
Johnson & Turley Ltd	Mr. Chris Walker		✓	
Key Elevators Ltd	Mr. Doug Felstead	✓		
Kone Lifts Ltd	Mr. Robert Cole	✓		
L E S (Lye)	Mr. Andrew Booth	✓		
Leonard Lifts Ltd	Mr. Michael Fry	✓		
Liberty & Maller	Mr. David Kline		✓	
Lift Services Brighton	Ms. Loretta Williams	✓		
Liftwise Ltd	Mr. Steve Patterson	✓		
Lutz Southern E&E	Mr. Richard Ross	✓		
Major Lift Services	Mr. Joseph Zeal	✓		
Metro Lifts	Mr. Nathan Evans	✓		
Monarch Lifts Ltd	Mr. Samuel Ives	✓		
Morris Vermaport	Mr. Graham Fox	✓		
O'Donovan Lifts Ltd	Mr. Kevin Unwin	✓		
OEM Support Group Ltd.	Mr. Wayne Quintanos		✓	
Osbourne Lift Service	Mr. Wade Thomas		✓	
Pickerings Lifts	Mr. Keith Riley	✓		
Premier Lifts Ltd (Rainham)	Mr. Michael Stephenson	✓		
Premier Lifts Service	Mr. Morris Young	✓		
Rubax Lifts Ltd	Mr. Samuel Hall	✓		
SARCON Ltd.	Mr. Geoffrey Murdock		✓	
Saxon Lifts Ltd	Mr. Frank Oxley	✓		Written comments indicate survey was completed by Mr. Oxley and Morgan Rigby, Managing Director.
Schindler Ltd	Mr. Brian McNair	✓		
Temple Lifts Ltd	Mr. Jason King	✓		
Thyssen Lifts & Escalators Ltd	Mrs. George Gray	✓		
UK Lifts Company (Watford)	Mr. Paul Davies	✓		
Westings Labs	Mr. Collin Westings		✓	

Response Summary

Company	Name	Returned Survey	Did not return survey	Notes
Widget Technologies Corp.	Kevin Lamero		✓	
Wilson Technologies	David Farrell		✓	
Winter Group	Harley Winter		✓	
Worldwide Electric Corp.	Paul Rankind		✓	
Yorkshire Lift Services Ltd	Mr. Michael Wilson	✓		
Totals		49	14	

Post-Survey Notations

Customer	Title	Company	Address	City	County	Postal Code	Phone
Mr. Alan Hunter Mr. Alistair Hunter	Company Manager	Apex Lift & Escalator	199 Heath Lane	BOROUGHBRIDGE	North Yorks	YO5 19UY	01423 320 000
John Fallon Mr. Philip Osbourne	Chief Design Engineer	Hammond & Champness Ltd	Albany Gate, Darkes Lane	POTTERS BAR	Hertfordshire	AL9 4SQ	01642 334 0120
Mr. Frank Oxley Frank Oxley & Morgan Rigby	Project Engineer	Saxon Lifts Ltd	Grand Union Works	WHILTON LOCKS	Northamptonshire		01322 444 351
Mr. Paul Yates	Chairman	British Lift Services	Challenge House, 616 Mitcham Road	CROYDON	Surrey	RH6 9HN	01293 821 975 01252 455 1403

SECTION 3

Summary of Customer Opinions

This Section presents the aggregate responses of all customers who participated in the survey. Note that it is broken into several parts.

Pages 1-4 summarise responses to the Standard Questions, which measure Overall Satisfaction.

Following the Standard Questions are a series of two page forms which summarise responses to the various Survey Categories.

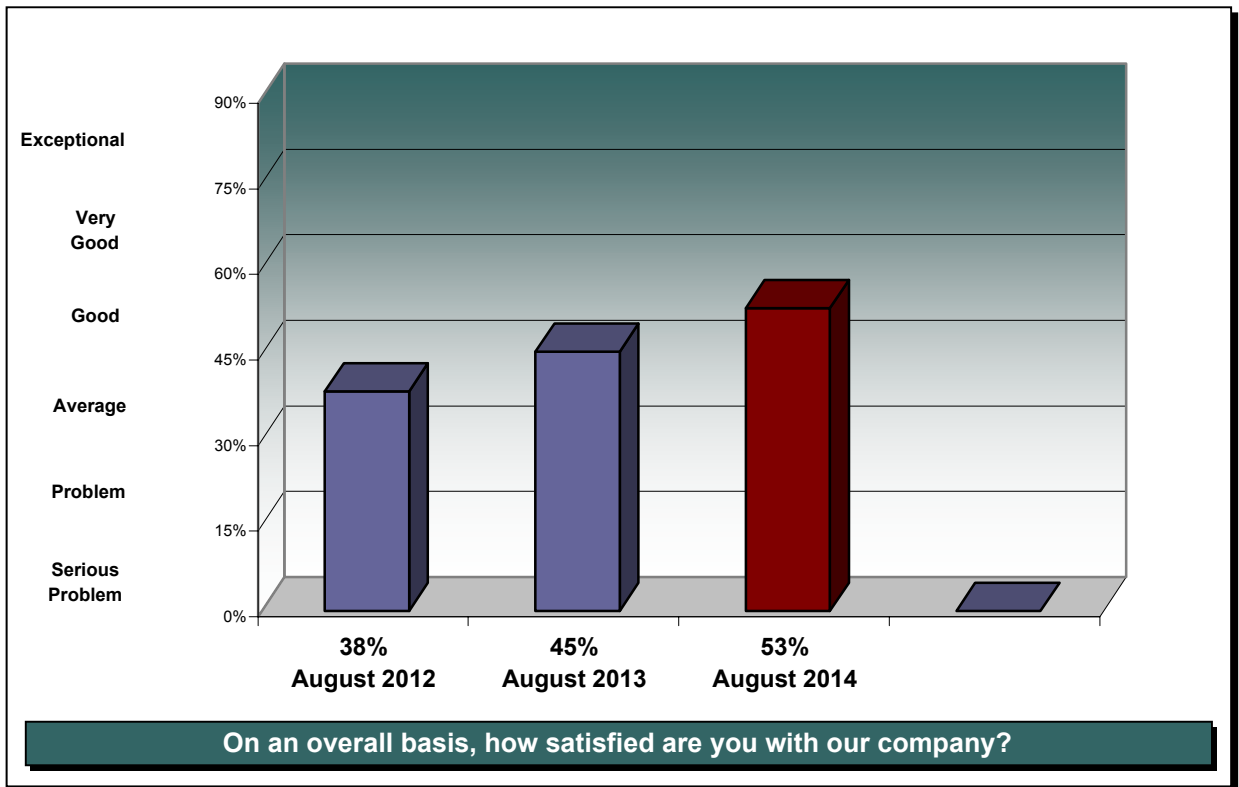
- The first page summarizes all Totally Satisfied and Fully Agree responses. (Where appropriate, prior year data is also shown).
- The second page, or "Detail" page, presents all other responses to each question or statement, and indicates the number of respondents for each. Please note that the information on these pages is based on the current period corporate total.

Finally, for both the Standard Questions and each Category, a comparison of current satisfaction results to our aggregate database has been provided. Unless otherwise indicated, each comparison is to all businesses and industries, not any specific range.

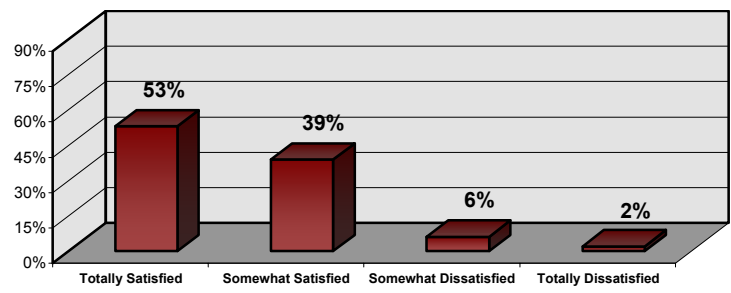


Overall Satisfaction

The chart below illustrates the percentage of respondents who are Totally Satisfied.



Range of Responses for the Current Period



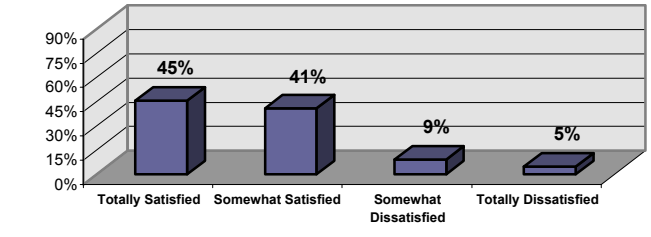
Number of Respondents for Current Period

49

InfoQuest Benchmarks (Totally Satisfied)

High Company Score	90%
Low Company Score	2%
Median All Companies	42%
Percentile Rank	68%
Rank of current score in database (High Score = 100%)	

Range of Responses for the Prior Period

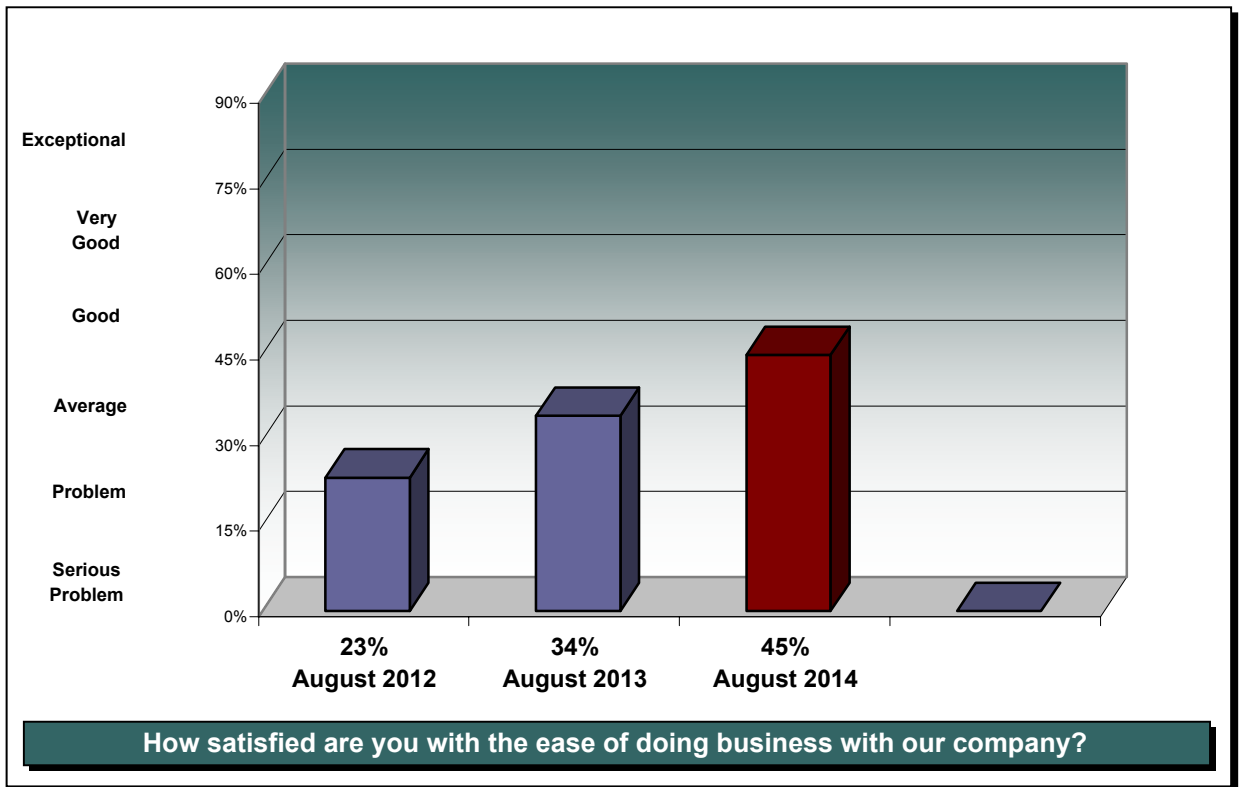


Overall Satisfaction is the single most important measure of customer satisfaction. Totally Satisfied customers tend to be fiercely loyal and virtually immune to competitive influence, while any customer who is less than Totally Satisfied is, to some degree, at risk of loss.

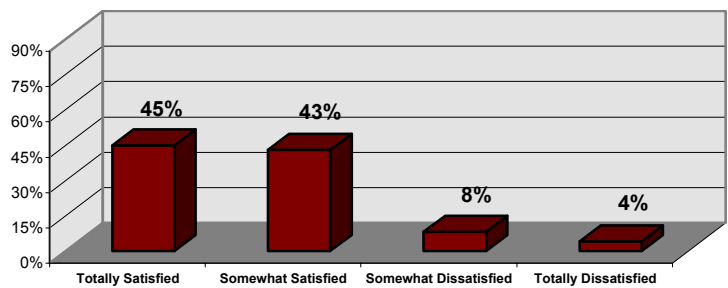


Ease of Doing Business

The chart below illustrates the percentage of respondents who are Totally Satisfied.



Range of Responses for the Current Period



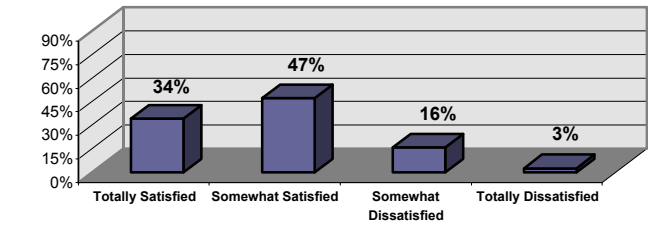
Number of Respondents for Current Period

49

InfoQuest Benchmarks (Totally Satisfied)

High Company Score	93%
Low Company Score	3%
Median All Companies	47%
Percentile Rank	42%
Rank of current score in database (High Score = 100%)	

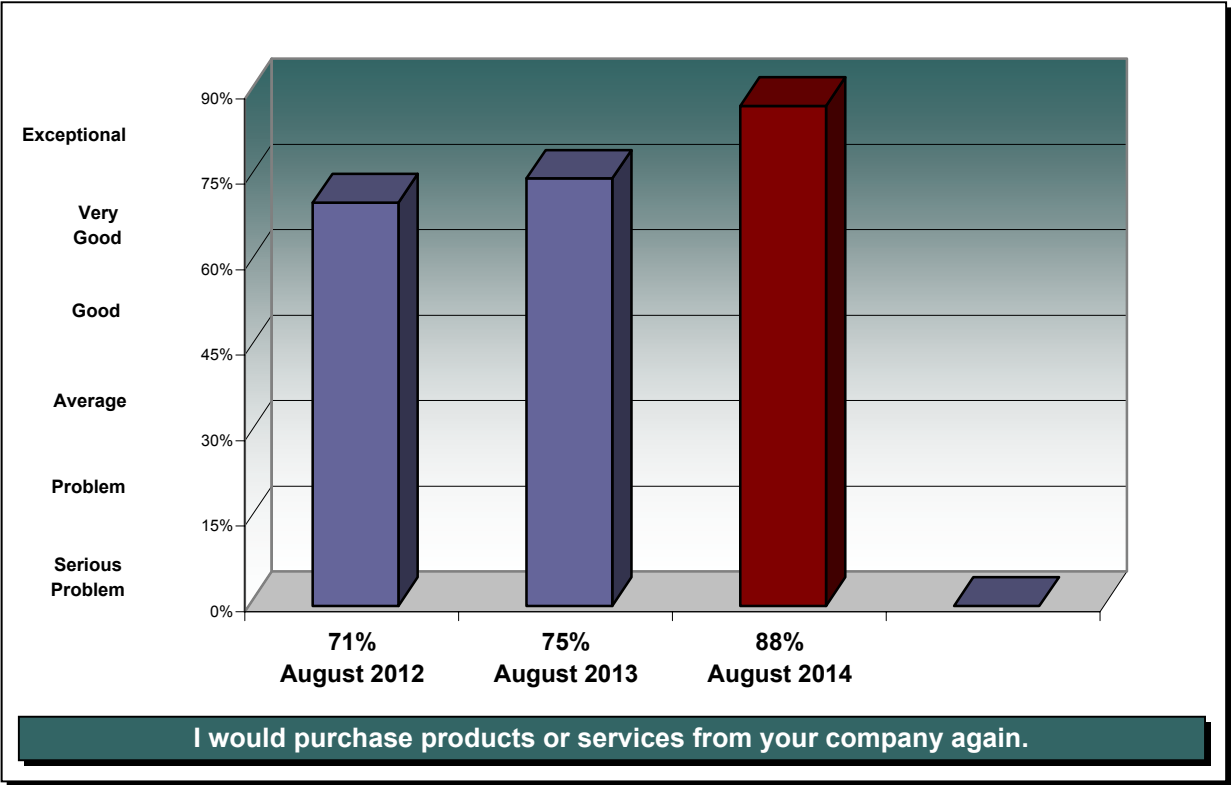
Range of Responses for the Prior Period



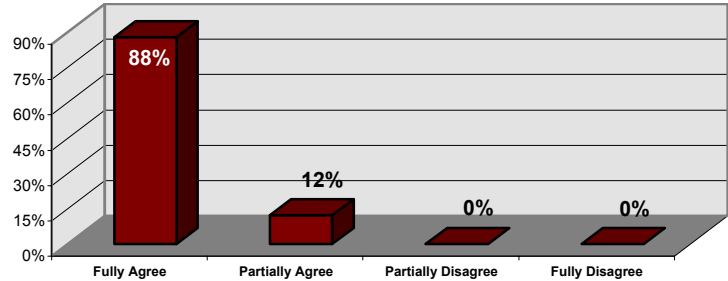
Customer perceptions on the **Ease of Doing Business** with your company is a major contributor to overall satisfaction levels. All other things being equal, the ease with which business can be transacted with a product or service provider will greatly influence who a customer does business with.



The chart below illustrates the percentage of respondents who Fully Agree.



Range of Responses for the Current Period



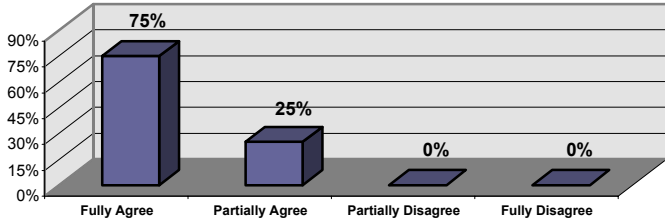
Number of Respondents for Current Period

49

InfoQuest Benchmarks (Totally Satisfied)

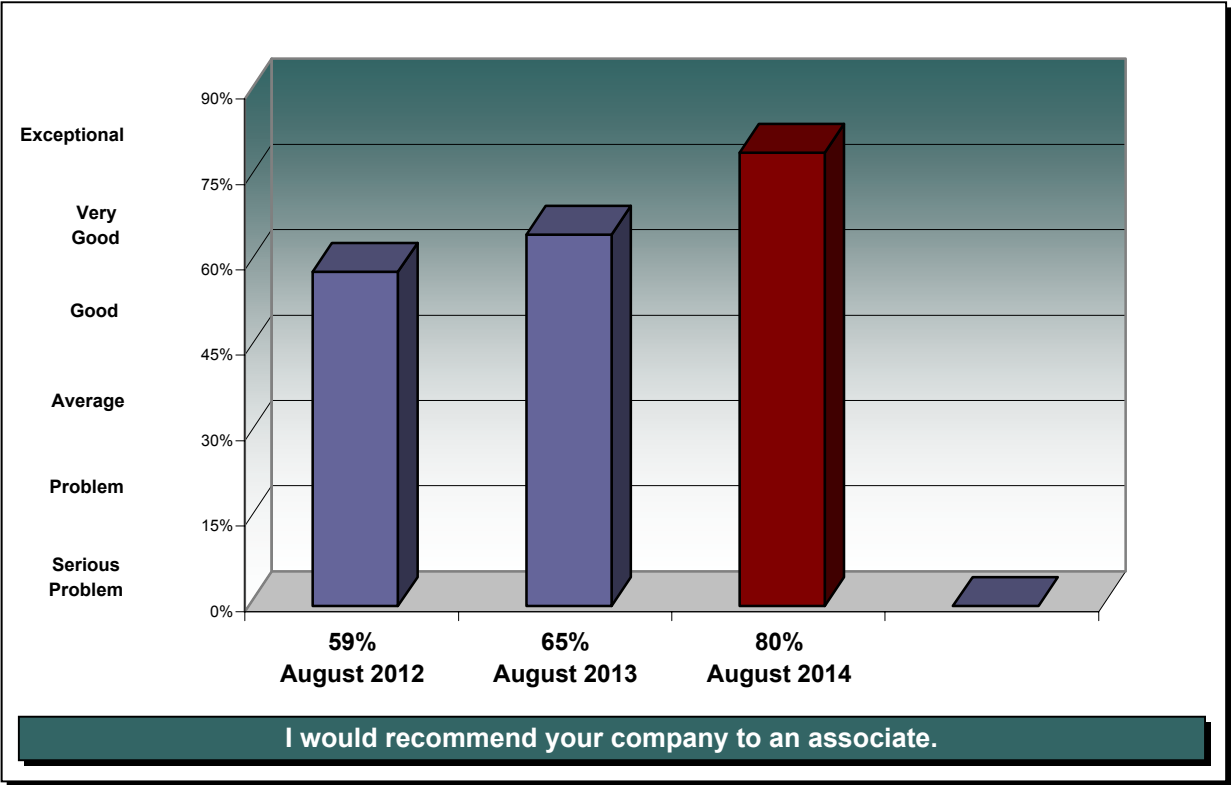
High Company Score	98%
Low Company Score	4%
Median All Companies	72%
Percentile Rank	85%
Rank of current score in database (High Score = 100%)	

Range of Responses for the Prior Period

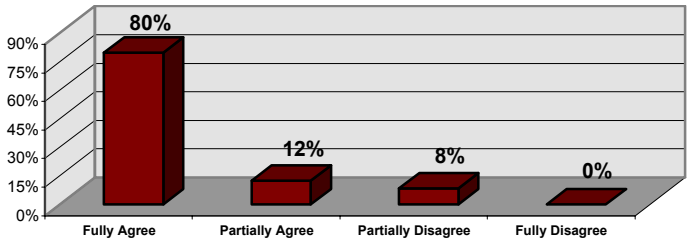


Repurchase Intent is a key barometer of a customer's sense of loyalty to your company. While a customer's full agreement with the statement does not necessarily mean that they will continue doing business with you, a response of less than Fully Agree suggests the customer would be receptive to a competitive approach.

The chart below illustrates the percentage of respondents who Fully Agree.



Range of Responses for the Current Period



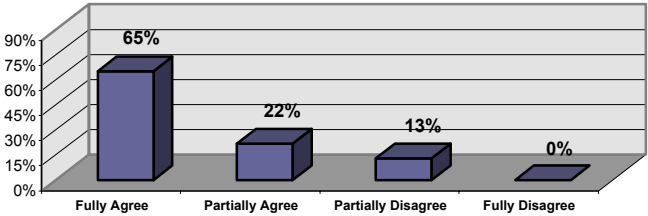
Number of Respondents for Current Period

49

InfoQuest Benchmarks (Totally Satisfied)

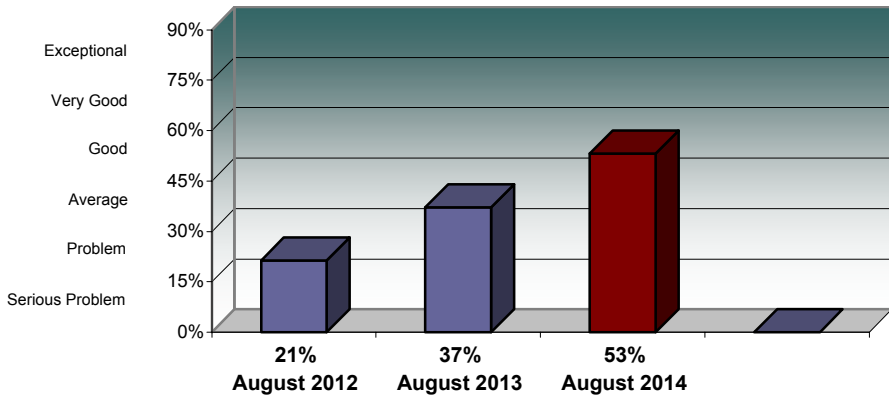
High Company Score	100%
Low Company Score	6%
Median All Companies	63%
Percentile Rank	80%
Rank of current score in database (High Score = 100%)	

Range of Responses for the Prior Period



A customer's **Willingness to Recommend Your Company** is a measure of both loyalty to and confidence in your company performance. A customer who would not hesitate to offer a recommendation or referral is not only satisfied with the job you doing, but is confident that you have the ability to do so for others as well.

Billing and Invoicing



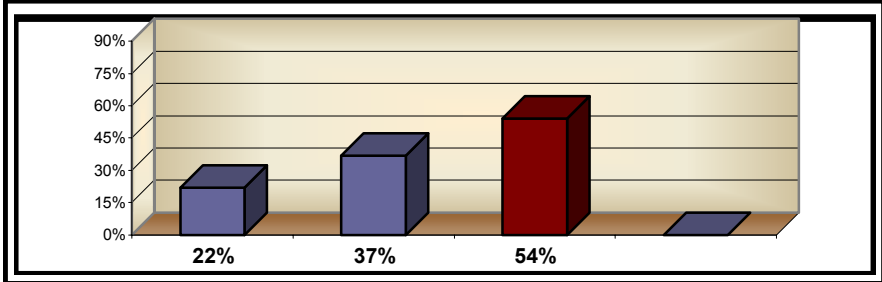
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	85%
Low Company Score	17%
Median All Companies	47%
Percentile Rank	66%
Rank of current score in database (High Score = 100%)	

How satisfied are you with our billing and invoicing?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

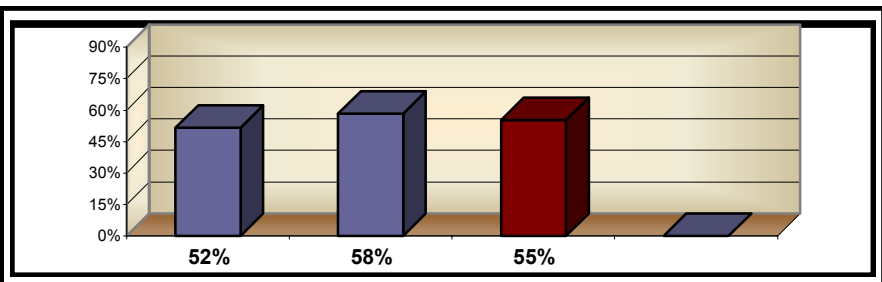
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



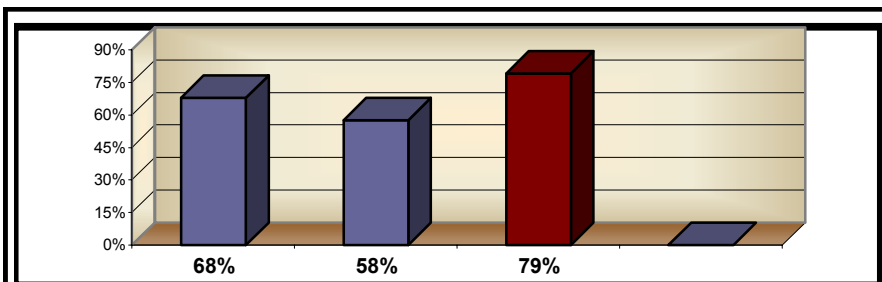
Invoices from your company are complete and accurate.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Billing issues are fairly and satisfactorily resolved.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



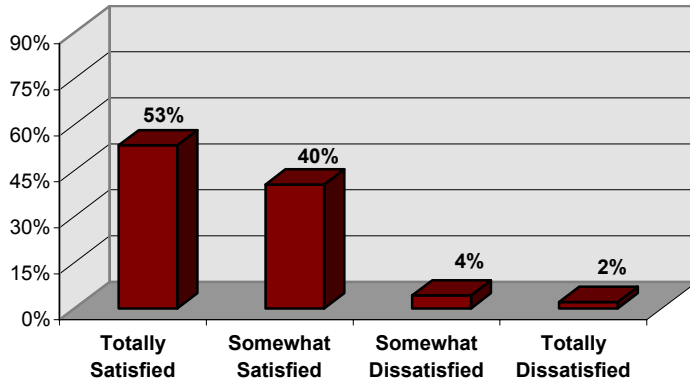
When there is an issue with an invoice, your personnel are accommodating and helpful.



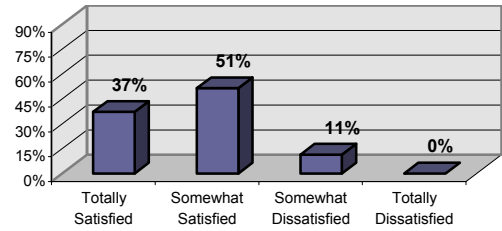


Number of Respondents
Current Period

47



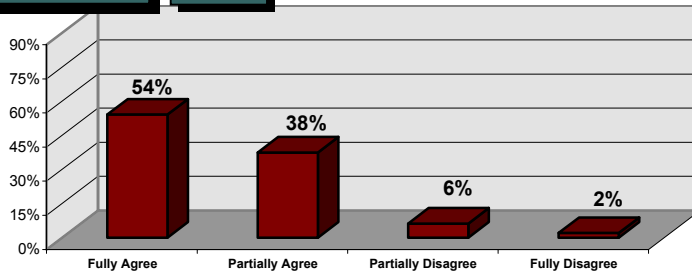
Prior Period Scores



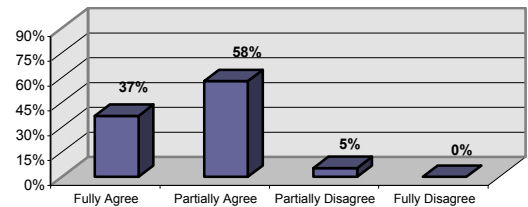
How satisfied are you with our billing and invoicing?

Respondents

48



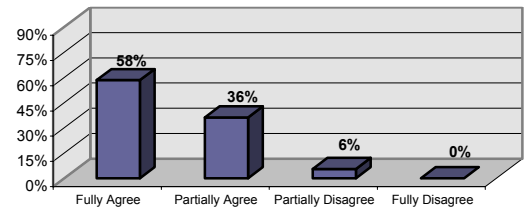
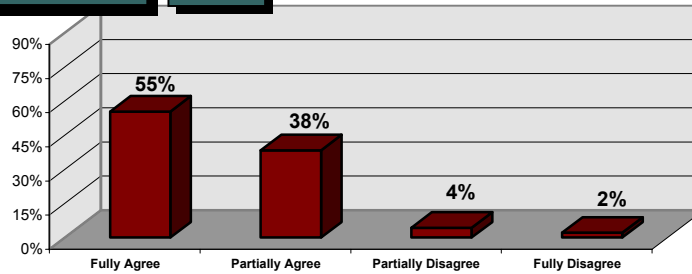
Related Questions



Invoices from your company are complete and accurate.

Respondents

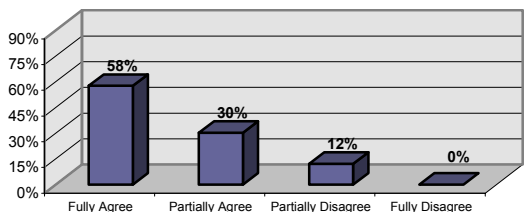
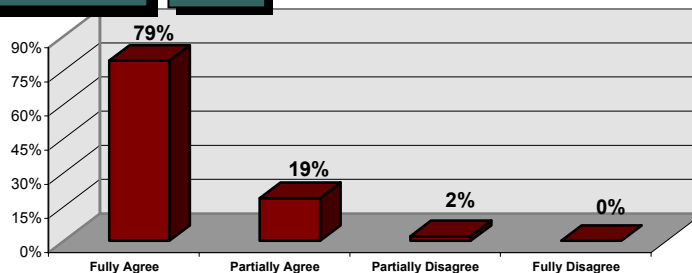
47



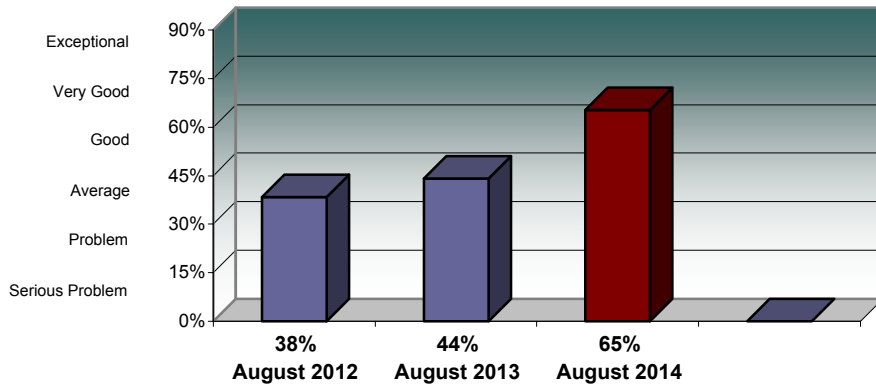
Billing issues are fairly and satisfactorily resolved.

Respondents

48



When there is an issue with an invoice, your personnel are accommodating and helpful.



InfoQuest Benchmarks
(Totally Satisfied)

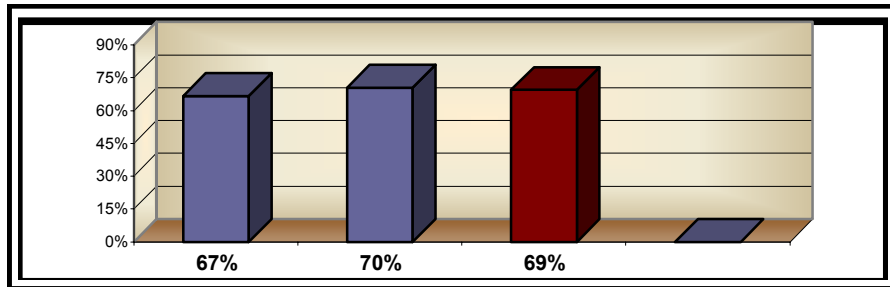
High Company Score	83%
Low Company Score	8%
Median All Companies	41%
Percentile Rank	87%
Rank of current score in database (High Score = 100%)	

How satisfied are you with the procedures we use for providing quotes?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

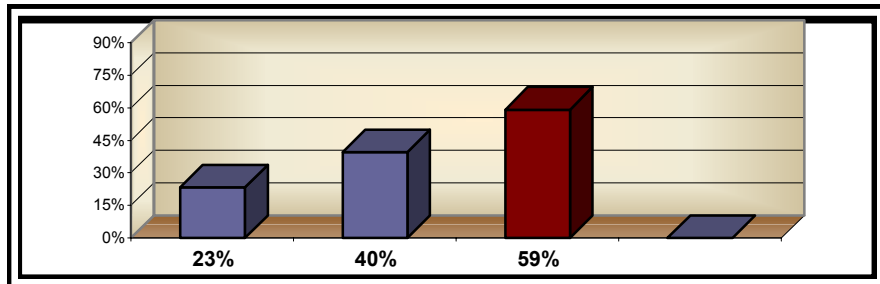
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



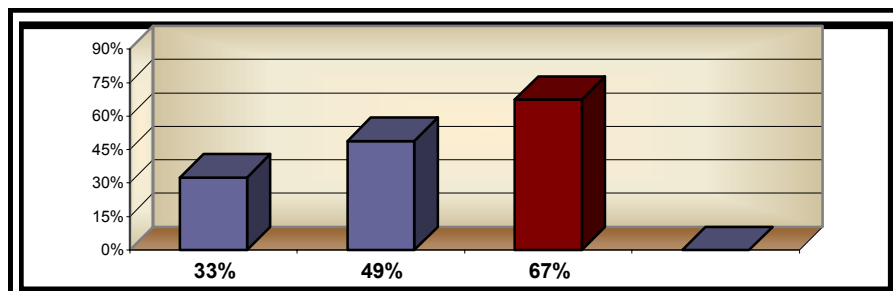
Price quotes are provided quickly and accurately.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



When providing quotes, your availability of information is readily accessible and up to the minute.

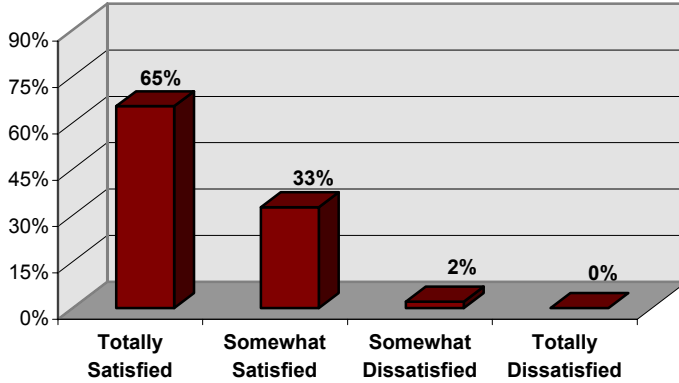
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



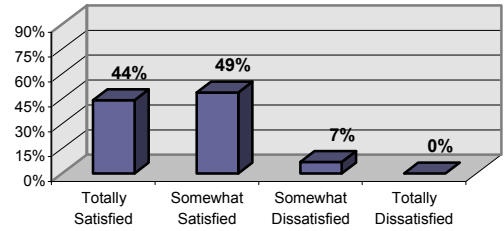
When providing quotes, the prices you quote or the availability of product meets my needs.

Number of Respondents
Current Period

49



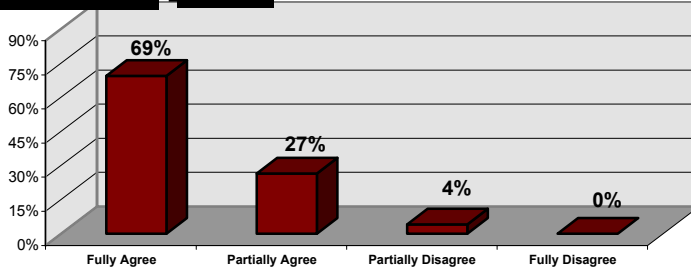
Prior Period Scores



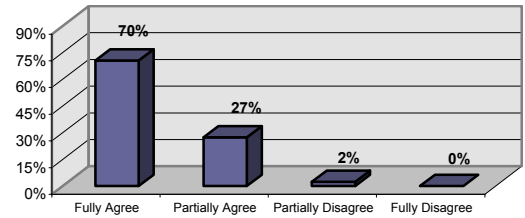
How satisfied are you with the procedures we use for providing quotes?

Respondents

49



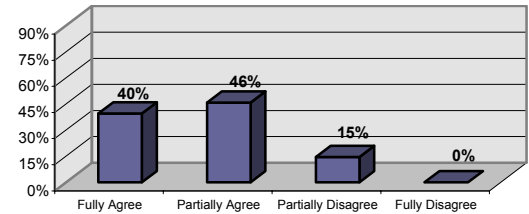
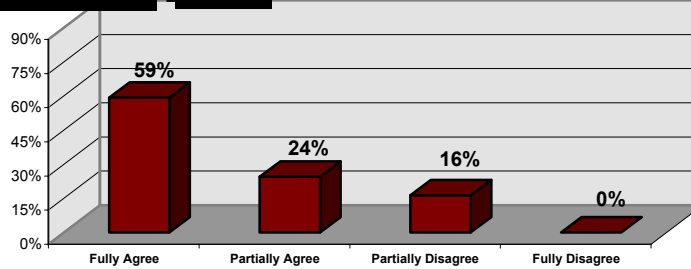
Related Questions



Price quotes are provided quickly and accurately.

Respondents

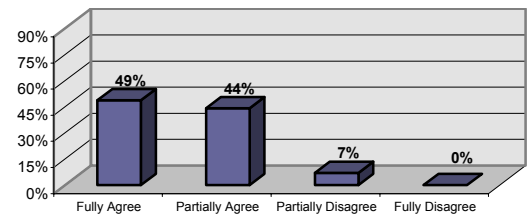
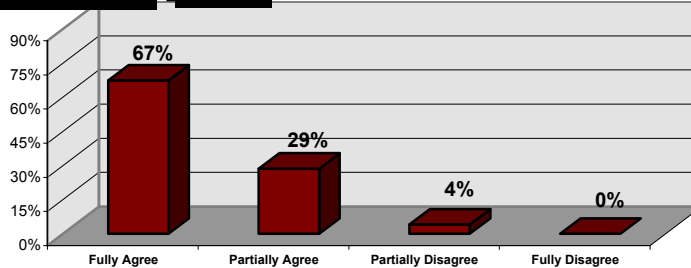
49



When providing quotes, your availability of information is readily accessible and up to the minute.

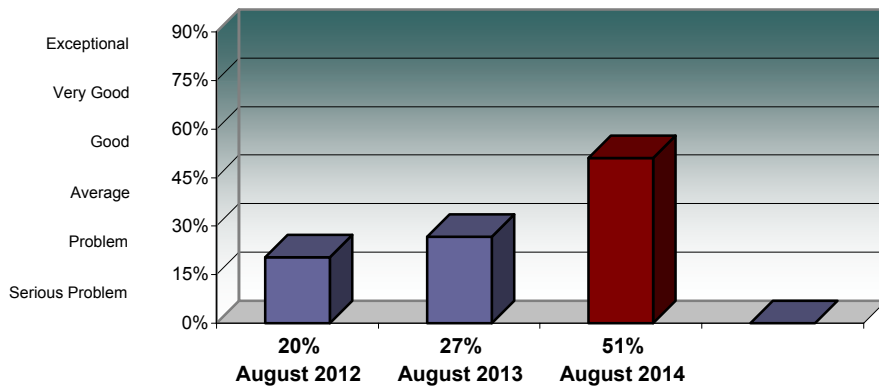
Respondents

49



When providing quotes, the prices you quote or the availability of product meets my needs.

Communication



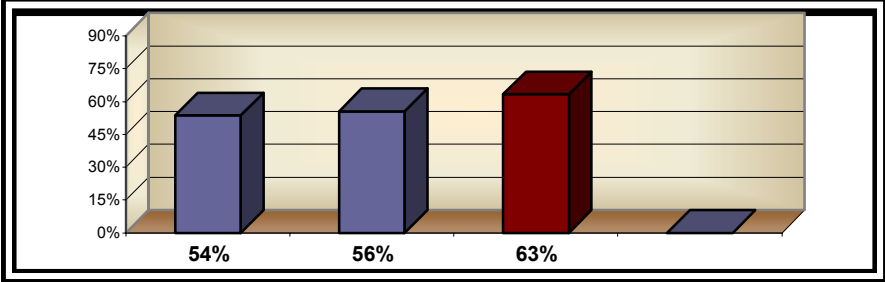
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	83%
Low Company Score	0%
Median All Companies	38%
Percentile Rank	74%
Rank of current score in database (High Score = 100%)	

How satisfied are you with our company's overall communication efforts?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

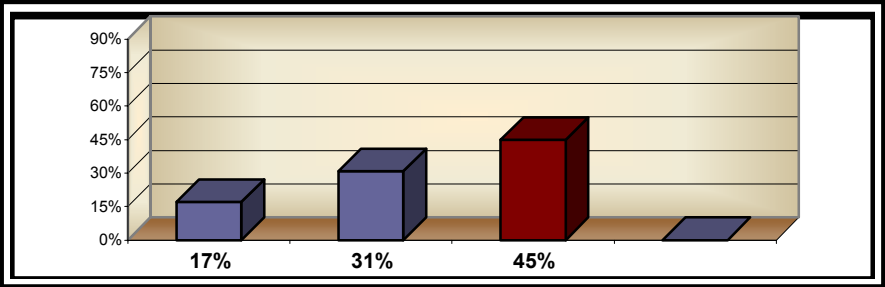
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



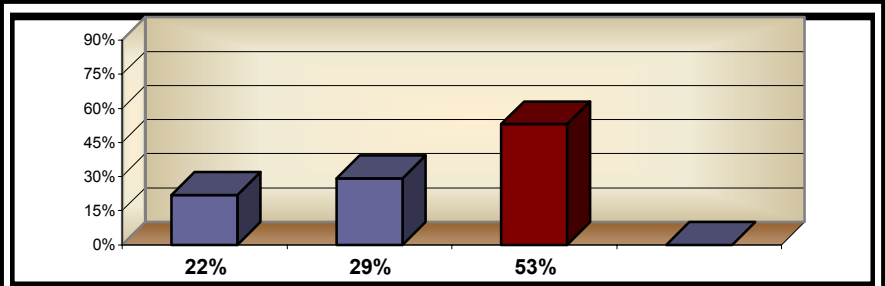
Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Everyone in your company seems committed to helping meet my business needs.

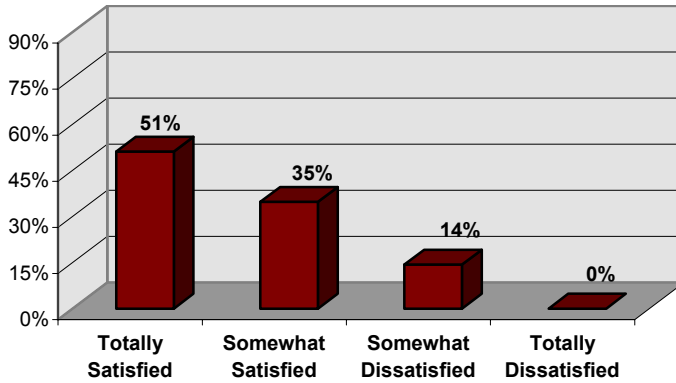
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



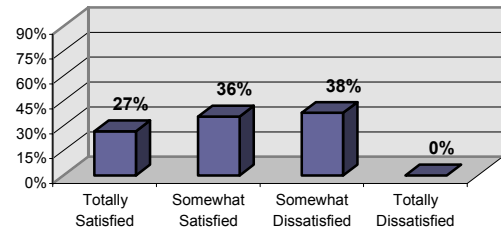
I do not need to rely solely on my sales representative to meet my informational needs.

Number of Respondents
Current Period

49



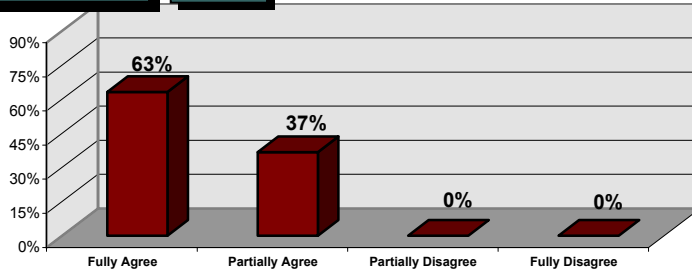
Prior Period Scores



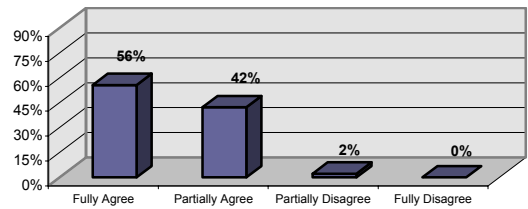
How satisfied are you with our company's overall communication efforts?

Respondents

49



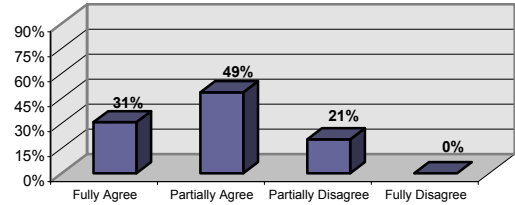
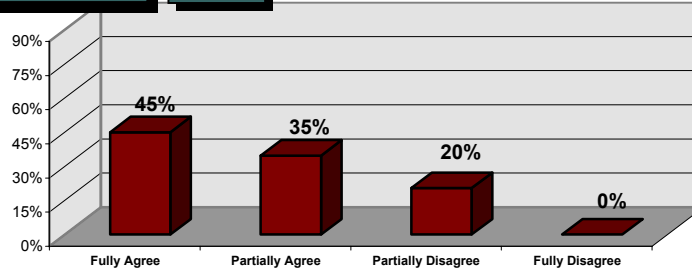
Related Questions



Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.

Respondents

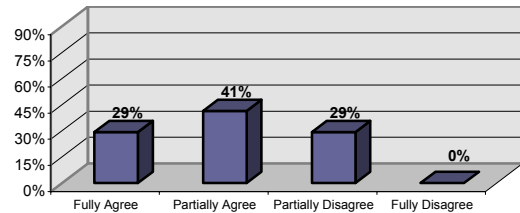
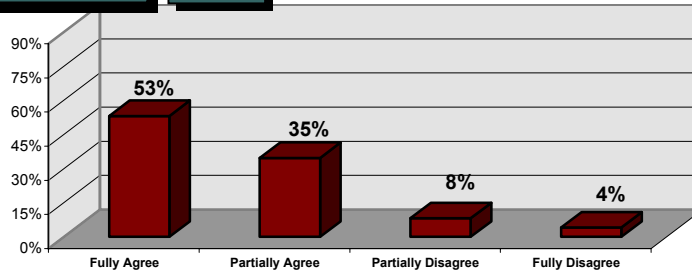
49



Everyone in your company seems committed to helping meet my business needs.

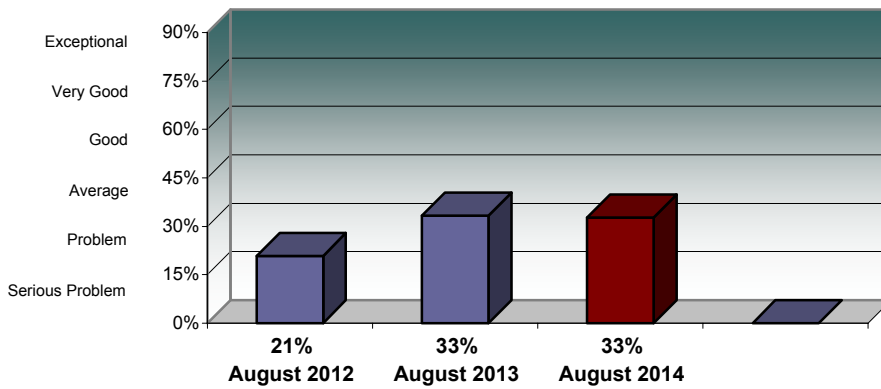
Respondents

49



I do not need to rely solely on my sales representative to meet my informational needs.

Customer Impressions



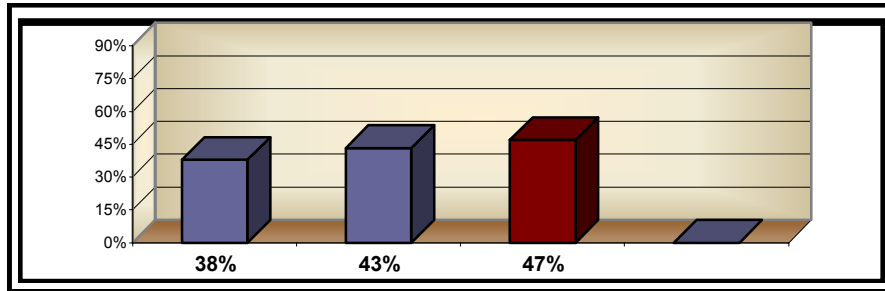
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	85%
Low Company Score	10%
Median All Companies	40%
Percentile Rank	36%
Rank of current score in database (High Score = 100%)	

How satisfied are you with our company as a business partner?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

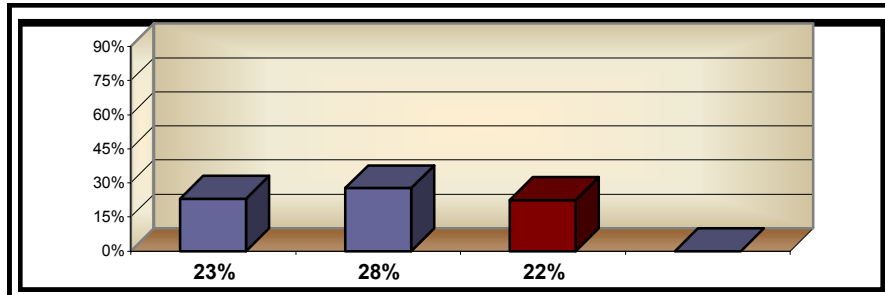
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



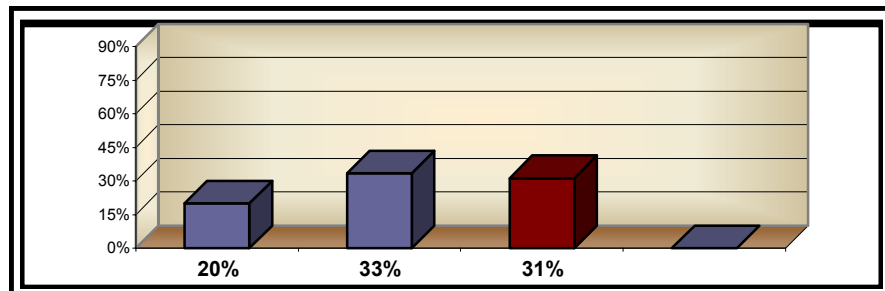
I intend to continue my business relationship with your company.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



When I think of quality products and services, I think of your company first.

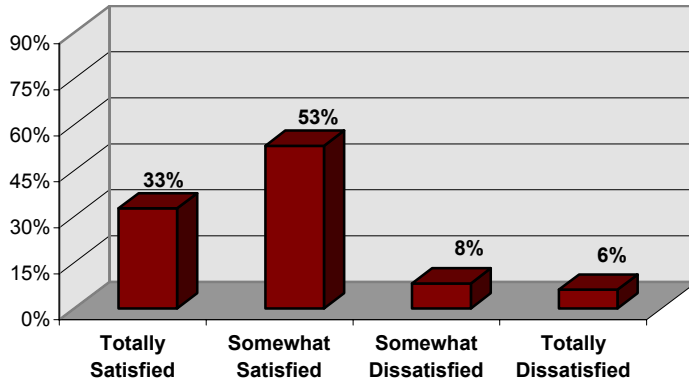
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



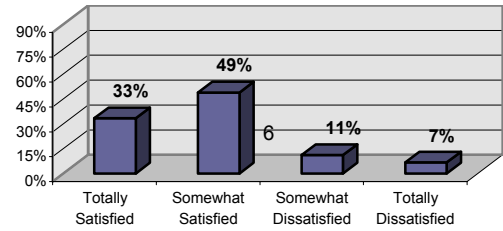
Your company listens and responds to me when I have a problem.

Number of Respondents
Current Period

49



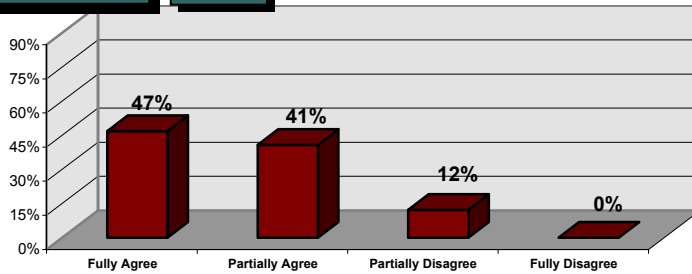
Prior Period Scores



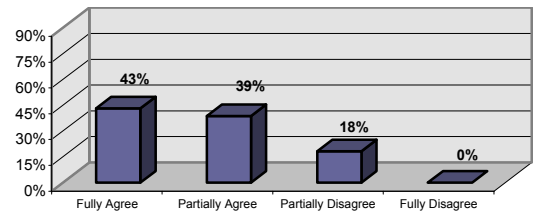
How satisfied are you with our company as a business partner?

Respondents

49



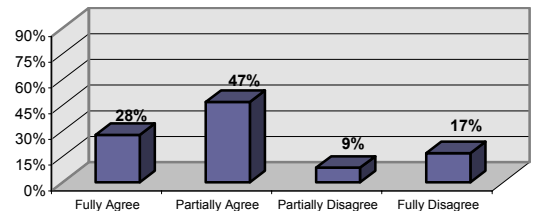
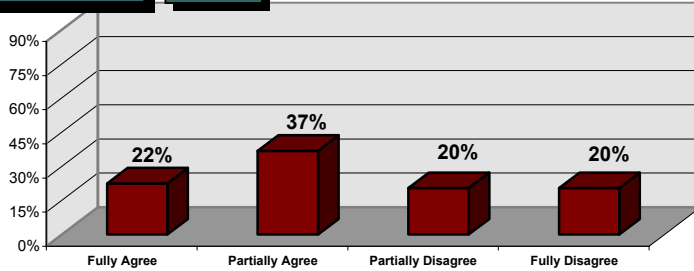
Related Questions



I intend to continue my business relationship with your company.

Respondents

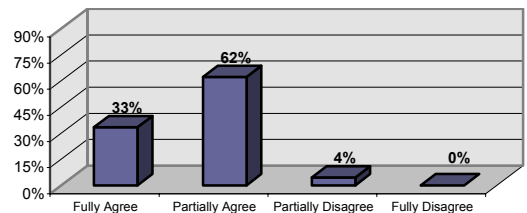
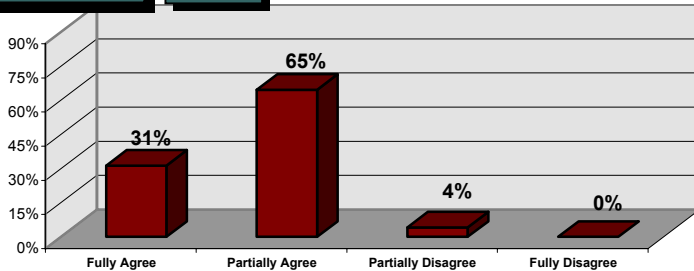
49



When I think of quality products and services, I think of your company first.

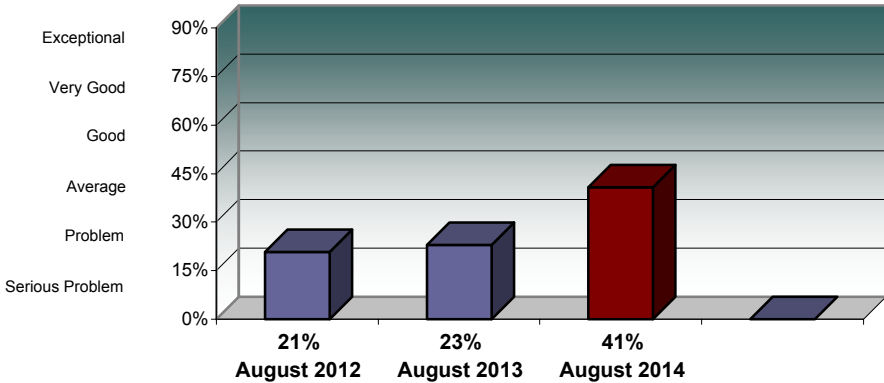
Respondents

48



Your company listens and responds to me when I have a problem.

Sales Performance



InfoQuest Benchmarks
(Totally Satisfied)

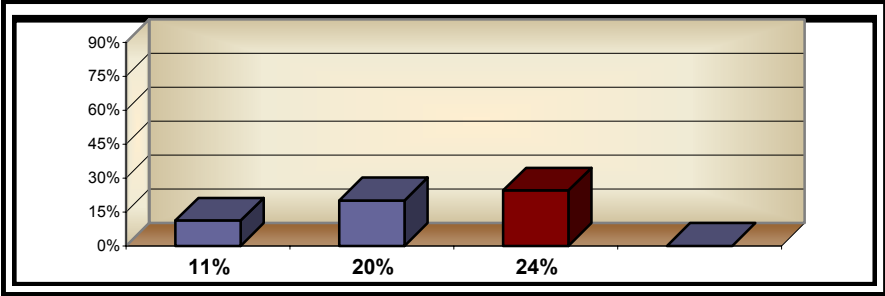
High Company Score	91%
Low Company Score	5%
Median All Companies	53%
Percentile Rank	20%
Rank of current score in database (High Score = 100%)	

How satisfied are you with the overall performance of our sales representatives?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

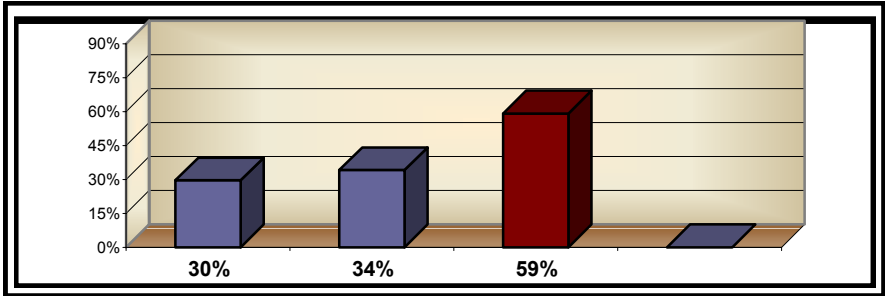
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



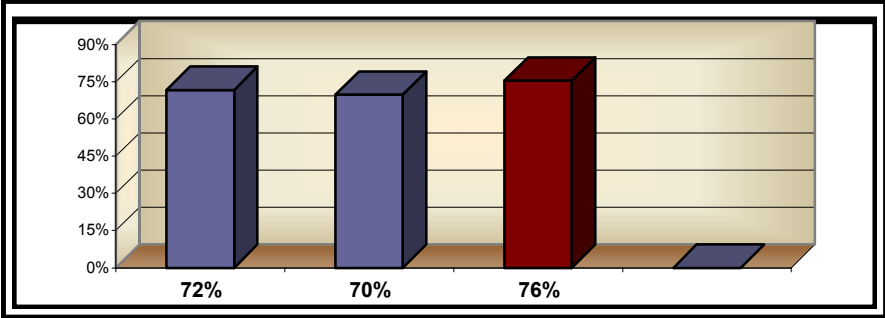
Your sales representatives thoroughly know and understand your products and services.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Your sales representatives understand my business needs.

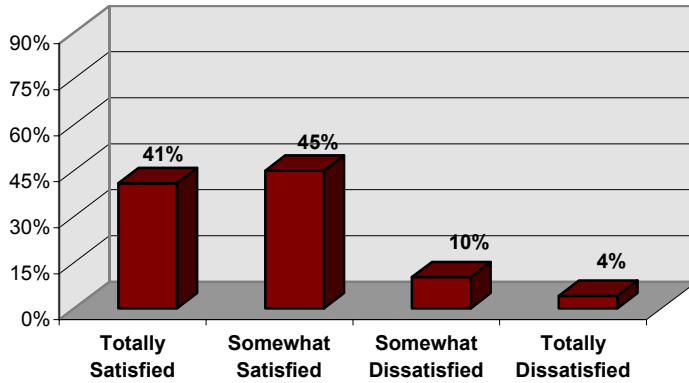
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



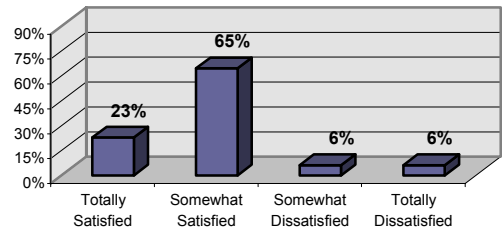
Your sales representatives suggest solutions to improve our business.

Number of Respondents
Current Period

49



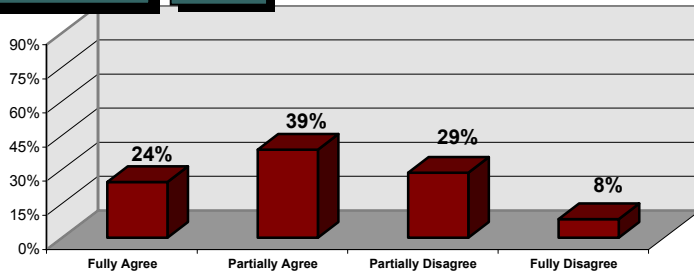
Prior Period Scores



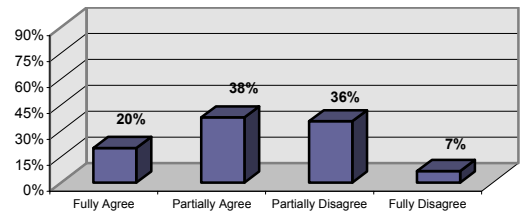
How satisfied are you with the overall performance of our sales representatives?

Respondents

49



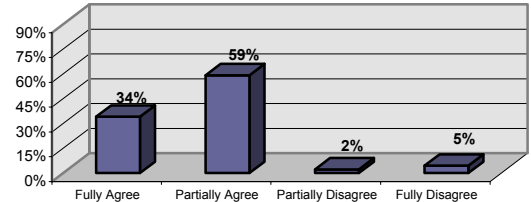
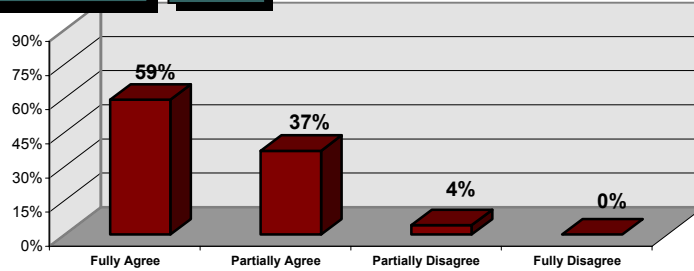
Related Questions



Your sales representatives thoroughly know and understand your products and services.

Respondents

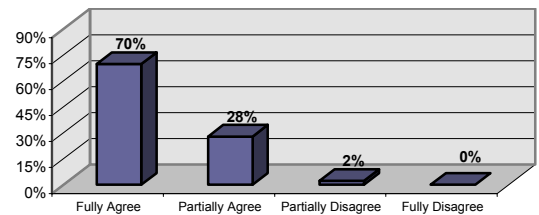
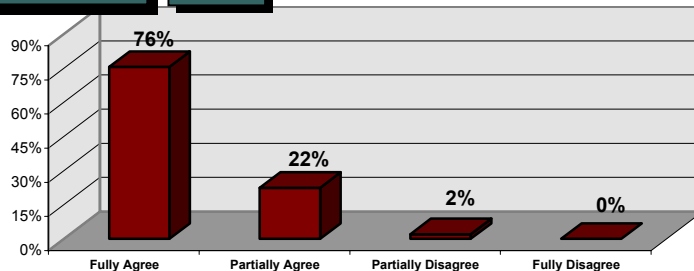
49



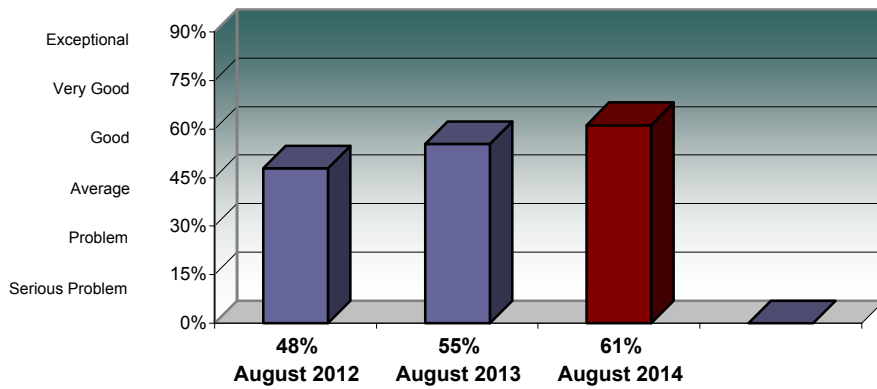
Your sales representatives understand my business needs.

Respondents

49



Your sales representatives suggest solutions to improve our business.



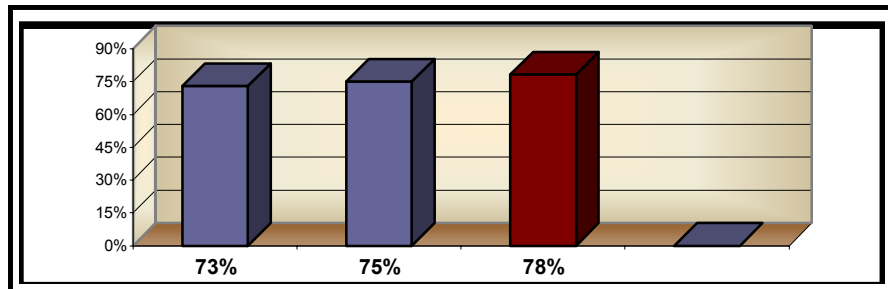
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	79%
Low Company Score	0%
Median All Companies	39%
Percentile Rank	85%
Rank of current score in database (High Score = 100%)	

How satisfied are you with the delivery of our products or services?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

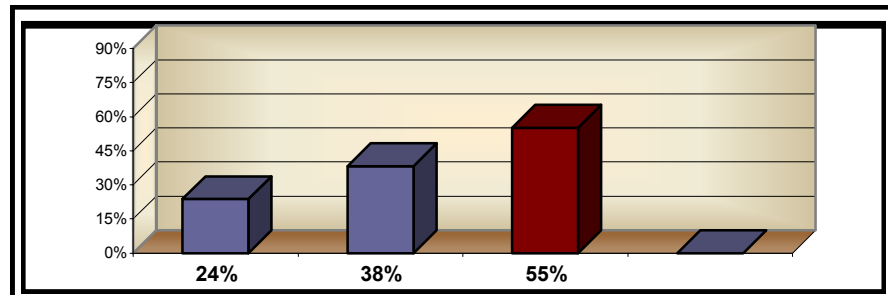
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



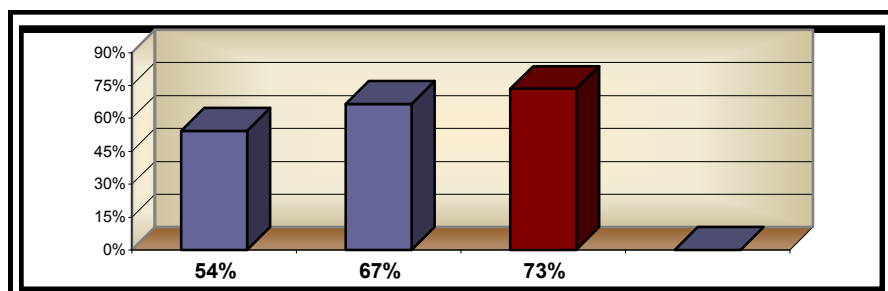
Your deliveries arrive when promised.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Your deliveries are complete and accurate.

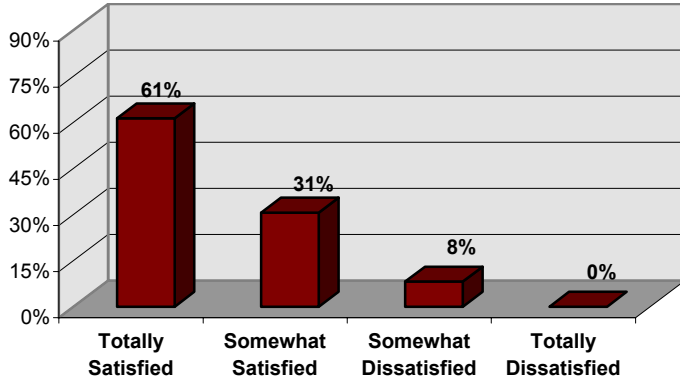
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



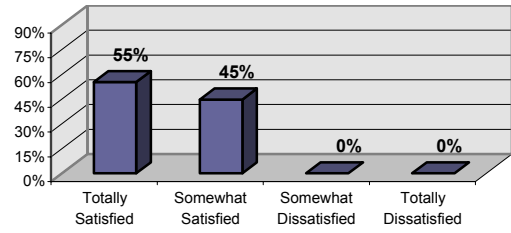
All deliveries are clearly marked to identify the contents.

Number of Respondents
Current Period

49



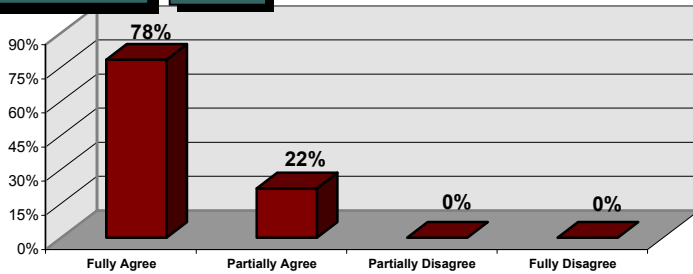
Prior Period Scores



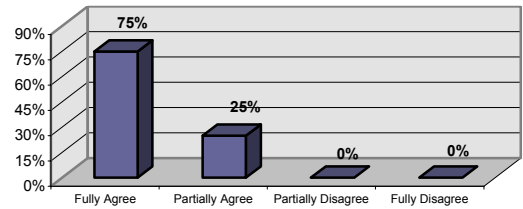
How satisfied are you with the delivery of our products or services?

Respondents

46



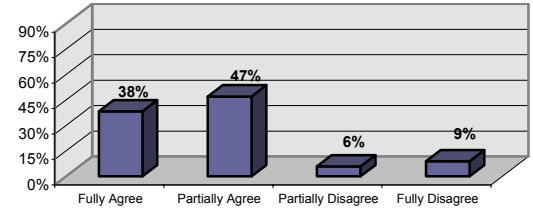
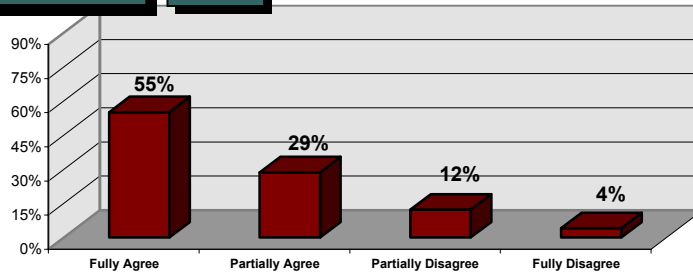
Related Questions



Your deliveries arrive when promised.

Respondents

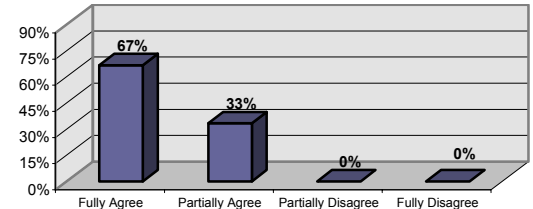
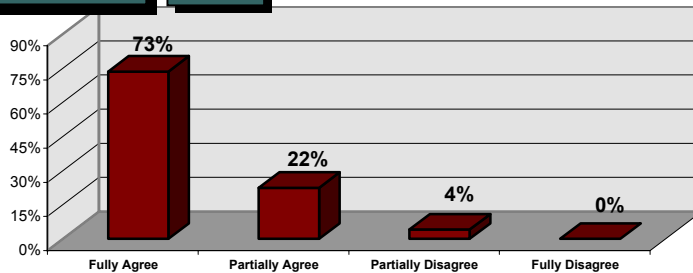
49



Your deliveries are complete and accurate.

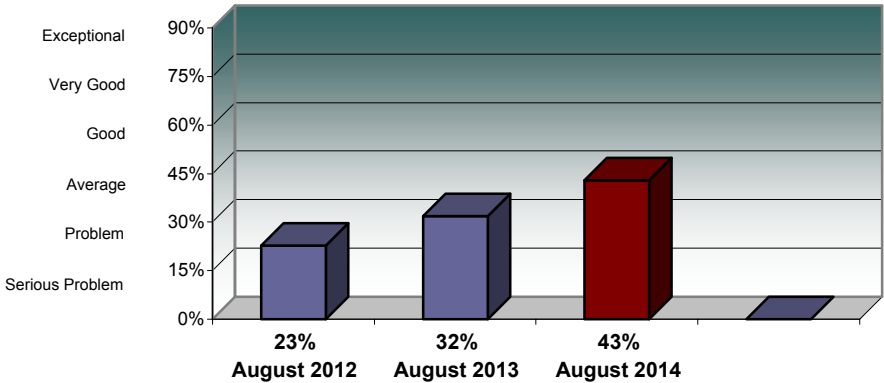
Respondents

49



All deliveries are clearly marked to identify the contents.

Management Interactions



InfoQuest Benchmarks
(Totally Satisfied)

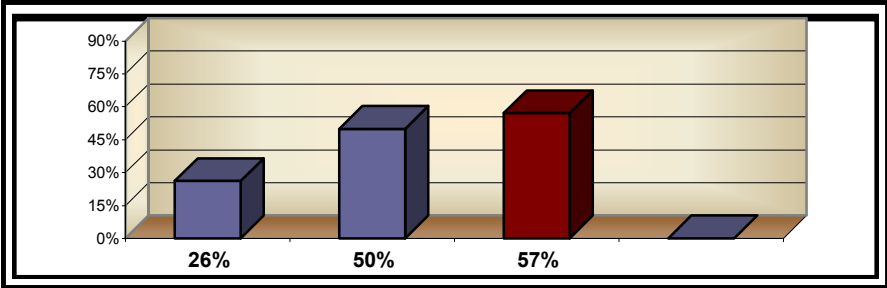
High Company Score	89%
Low Company Score	4%
Median All Companies	46%
Percentile Rank	43%
Rank of current score in database (High Score = 100%)	

How satisfied are you with your interactions with our management?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

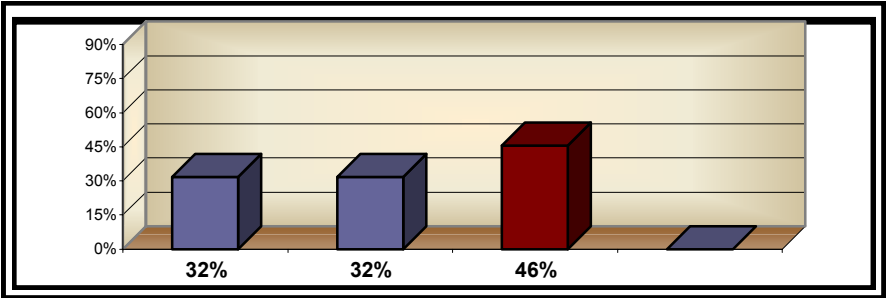
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



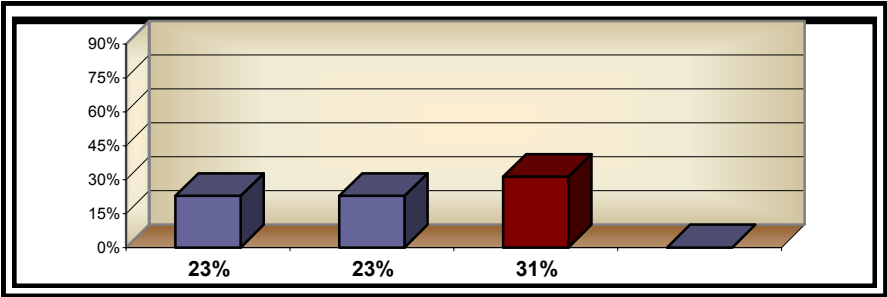
The management people I have contacted in your company are customer focused.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



I know that your management is available to address my problems and concerns.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



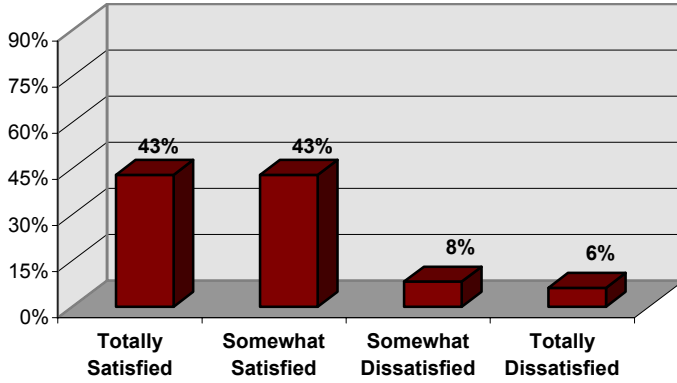
I can always contact someone in your company who can make decisions that affect me.

Management Interactions

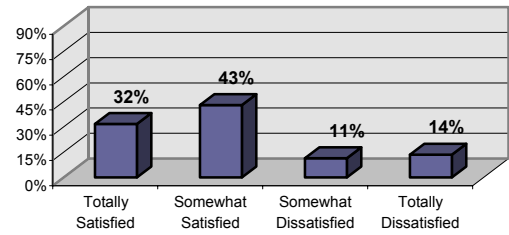
Response Detail

Number of Respondents
Current Period

49



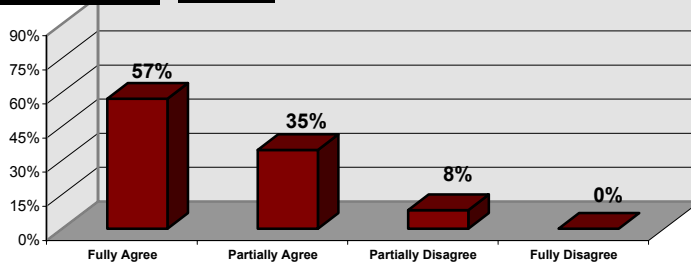
Prior Period Scores



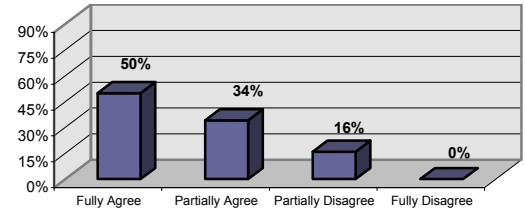
How satisfied are you with your interactions with our management?

Respondents

49



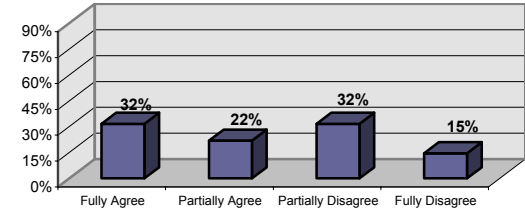
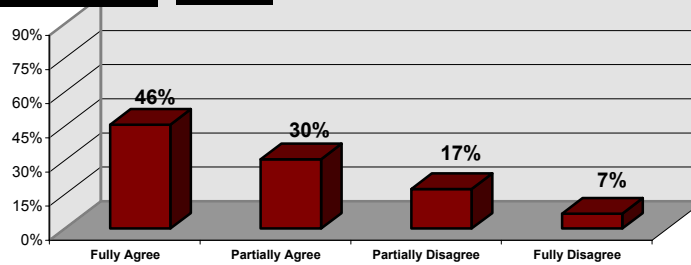
Related Questions



The management people I have contacted in your company are customer focused.

Respondents

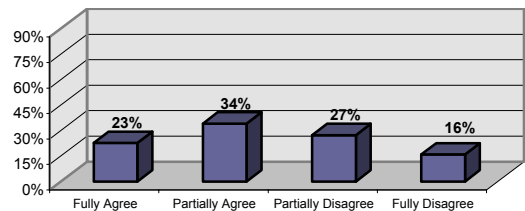
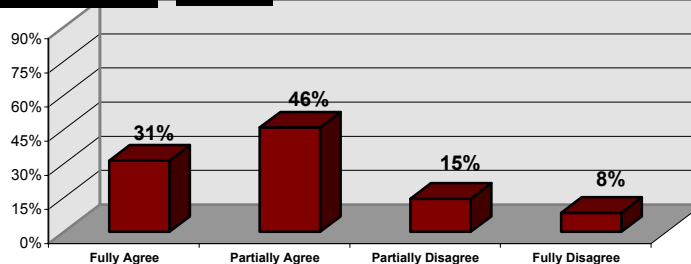
46



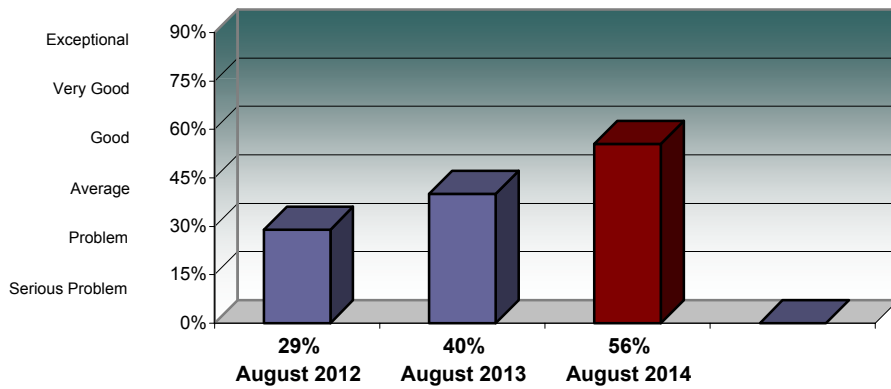
I know that your management is available to address my problems and concerns.

Respondents

48



I can always contact someone in your company who can make decisions that affect me.



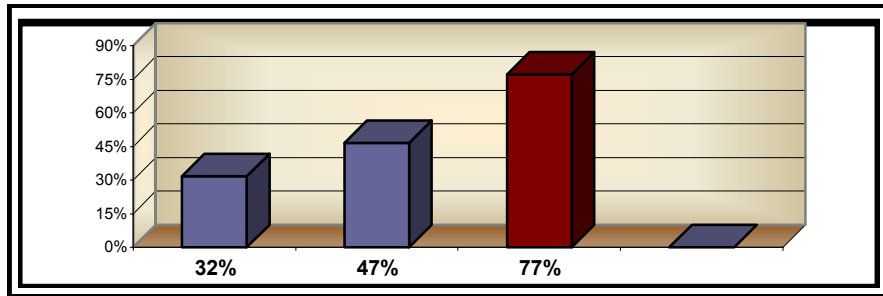
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	85%
Low Company Score	11%
Median All Companies	50%
Percentile Rank	60%
Rank of current score in database (High Score = 100%)	

How satisfied are you with the effectiveness with which we process your orders?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

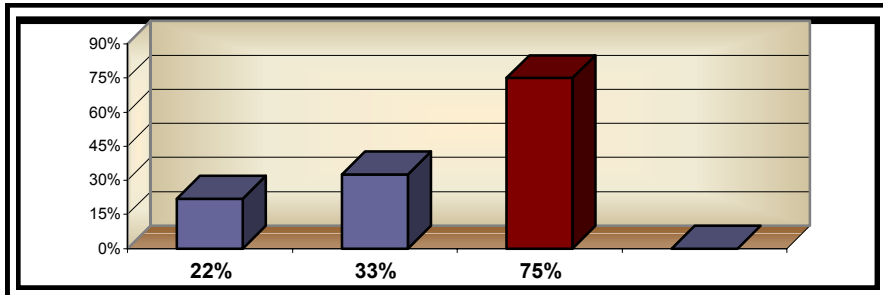
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



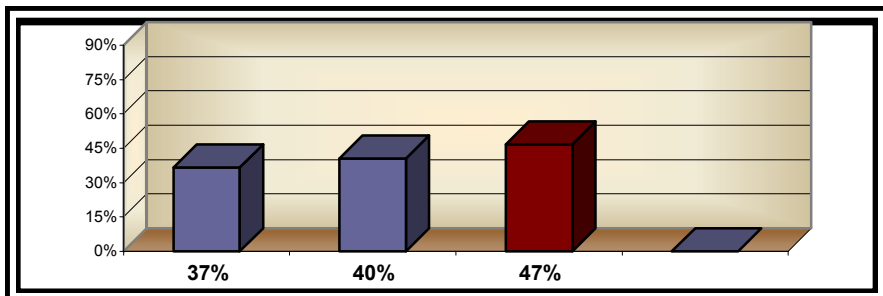
I never experience problems when I place an order by telephone.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Ordering from your company is an easy process.

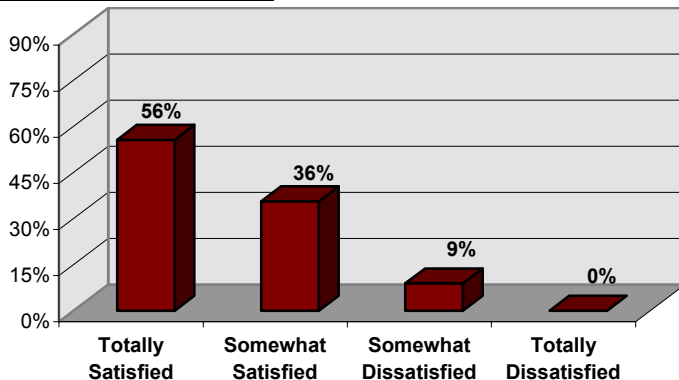
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



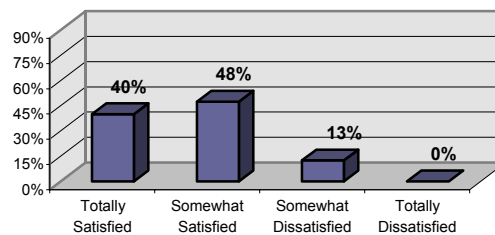
Your company is flexible and accommodating when we need to make changes to an order.

Number of Respondents
Current Period

45



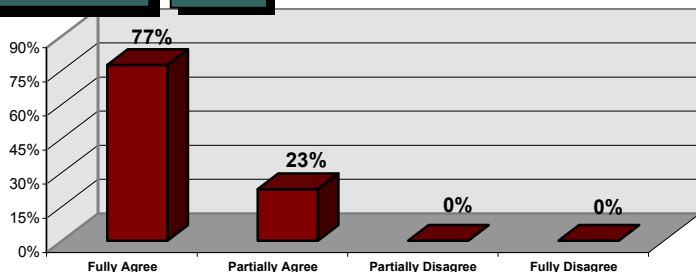
Prior Period Scores



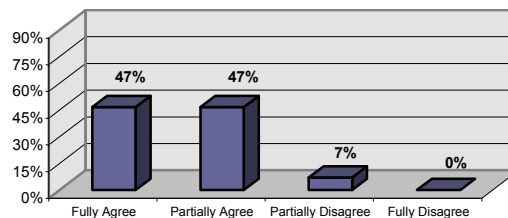
How satisfied are you with the effectiveness with which we process your orders?

Respondents

44



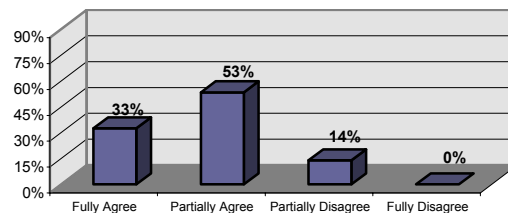
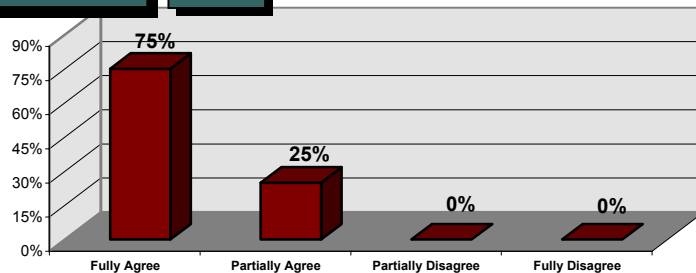
Related Questions



I never experience problems when I place an order by telephone.

Respondents

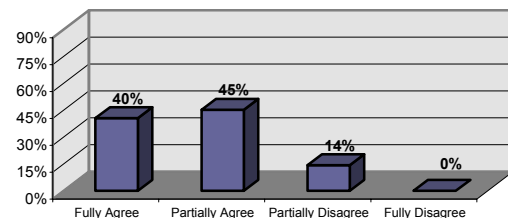
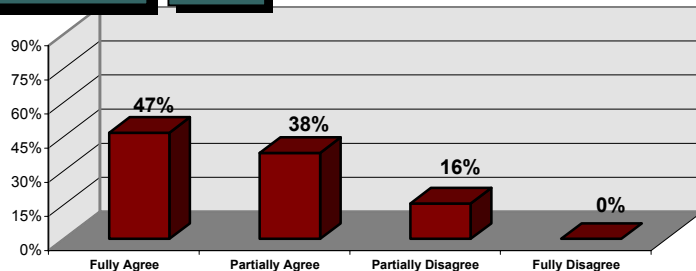
44



Ordering from your company is an easy process.

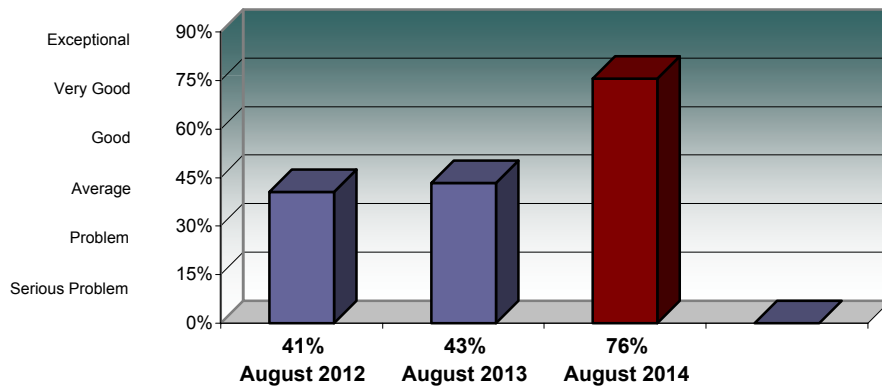
Respondents

45



Your company is flexible and accommodating when we need to make changes to an order.

Customer Service



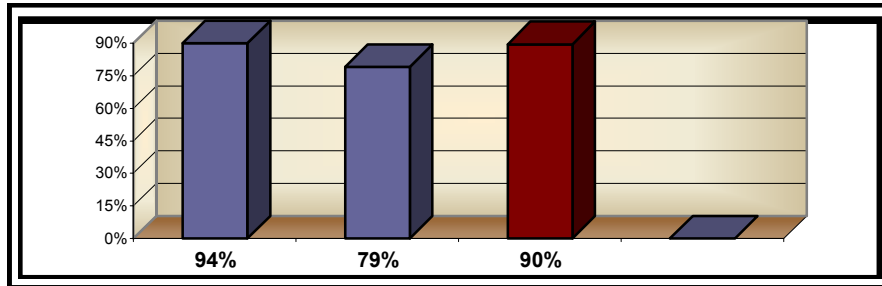
InfoQuest Benchmarks (Totally Satisfied)	
High Company Score	86%
Low Company Score	20%
Median All Companies	49%
Percentile Rank	95%
Rank of current score in database (High Score = 100%)	

How satisfied are you with the customer service we provide?

The chart above illustrates the percentage of respondents who are Totally Satisfied.

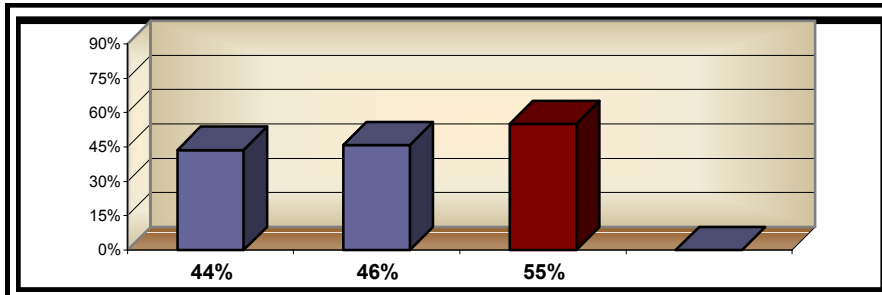
Related Questions

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



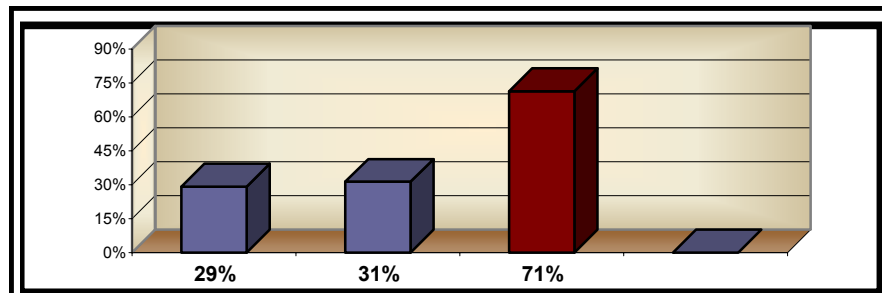
The customer service personnel are pleasant and knowledgeable.

The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



Whenever a problem arises, I know who to contact.

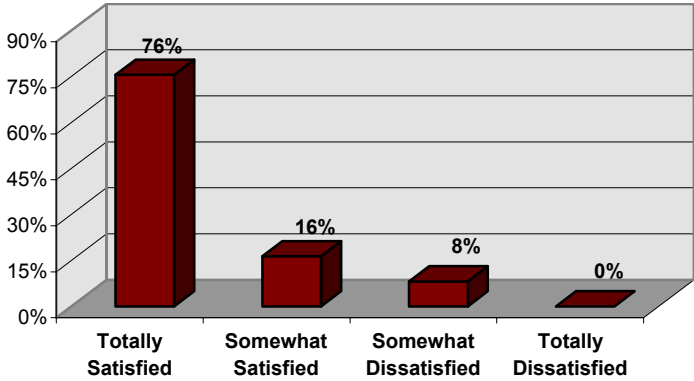
The chart to the right illustrates the percentage of respondents who Fully Agree with the statement below.



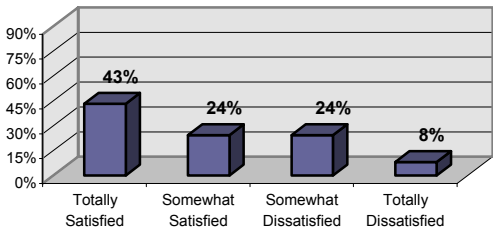
If someone cannot initially answer my question, they find the answer and get back to me promptly.

Number of Respondents
Current Period

49



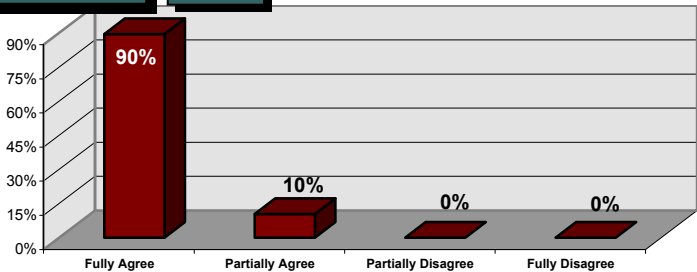
Prior Period Scores



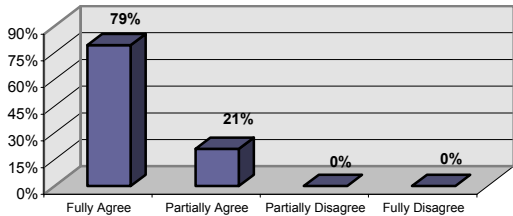
How satisfied are you with the customer service we provide?

Respondents

48



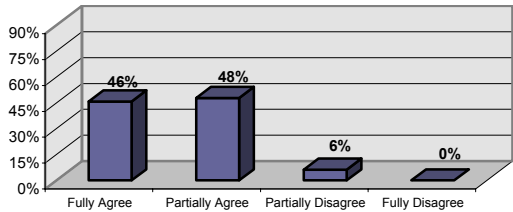
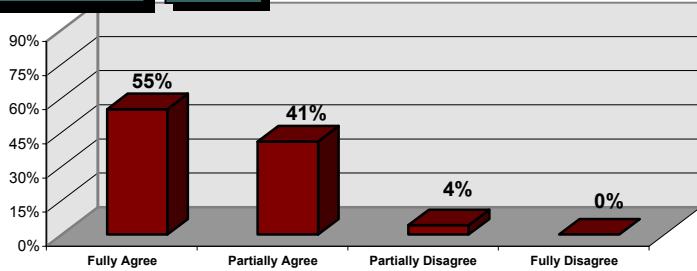
Related Questions



The customer service personnel are pleasant and knowledgeable.

Respondents

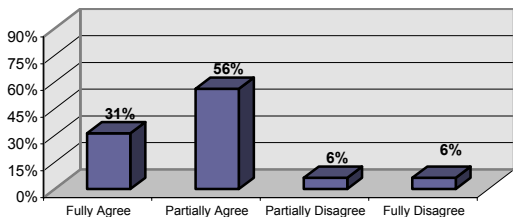
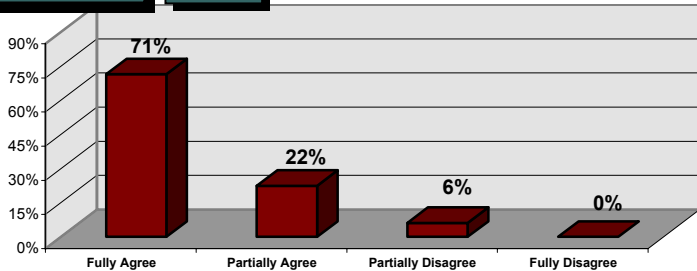
49



Whenever a problem arises, I know who to contact.

Respondents

49



If someone cannot initially answer my question, they find the answer and get back to me promptly.

SECTION 4

Problem Identification


The Problem Identification Matrix summarises customer dissatisfaction for each category of questions. All respondents are listed, with notations that indicate all *Somewhat Dissatisfied* and *Totally Dissatisfied* responses.

If Problem Identification by Account Revenue was selected as an option, the second Matrix has arranged all respondents by order of magnitude of the Account Revenue they represent to your company.


If Problem Identification by Account Potential was selected as an option, the third Matrix has arranged all respondents by order of magnitude of the Potential Account Revenue they represent to your company.



Problem Identification - By Customer

<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Legend Totally Dissatisfied ● Somewhat Dissatisfied ○ </div> 		Overall Satisfaction	Ease of Doing Business	Billing and Invoicing	Pricing	Communication	Customer Impressions	Sales Performance	Delivery	Management Interactions	Ordering	Customer Service
Name	Company											
Amor, Ben	Elite Elevators Ltd											
Austin, Fran	Fujitec (UK) Ltd											
Booth, Andrew	L E S (Lye)	○				○						
Brown, Thomas	Gregson & Bell											
Bryant, Stephen	Abbey Langham Lifts Ltd		○									
Cole, Robert	Kone Lifts Ltd					○						
Cox, Oliver	G M C							○				
Davidson, Liam	Britton Price Ltd											
Davies, Paul	UK Lifts Company (Watford)											
Day, Neil	Crest Lifts Ltd											
Edwards, Frank	Associated Lift Services Ltd	○	○	●				○	●			
Evans, Nathan	Metro Lifts					●	●					
Felstead, Doug	Key Elevators Ltd									○		
Fox, Graham	Morris Vermaport					○	○					
Fry, Michael	Leonard Lifts Ltd		○									
Graham, Peter	Abbey Lifts Ltd											
Gray, George	Thyssen Lifts & Escalators Ltd		○									
Hall, Samuel	Rubax Lifts Ltd					○						
Hunter, Alan	Apex Lift & Escalator	○	●	○			○	○	○			
Ives, Samuel	Monarch Lifts Ltd					○						
James, Milton	Bardeck Lift Engineers Ltd											
Johnston, Janet	County Lift Services											
Kane, Timothy	Accord Lift Services	●	●			○						
King, Jason	Temple Lifts Ltd											
Lawson, Maurice	Amalgamated Lifts Ltd									○	○	
Lee, Lawton	Cable Lifts											
Martin, Fenton	D J Lifts Services					○	●	○				
McNair, Brian	Schindler Ltd						○					
Nevill, Charles	Axis Elevators Ltd				○		○	○	○		○	
Norton, Bruce	Independent Lift Services Ltd											
Osbourne, Philip	Hammond & Champness Ltd											
Oxley, Frank	Saxon Lifts Ltd											
Patterson, Steve	Liftwise Ltd					○						
Peters, Joan	Express Evans Ltd											
Quaterman, Arthur	City Lifts Ltd											
Quinn, Kenneth	Industrial Lift Services Ltd											
Riley, Keith	Pickerings Lifts											
Ross, Richard	Lutz Southern E&E											
Stephenson, Michael	Premier Lifts Ltd (Rainham)								○			

Problem Identification - By Account Revenue

<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Legend Totally Dissatisfied ● Somewhat Dissatisfied ○ </div> 		Account Revenue	Overall Satisfaction	Ease of Doing Business	Billing and Invoicing	Pricing	Communication	Customer Impressions	Sales Performance	Delivery	Management Interactions	Ordering	Customer Service
Name	Company												
Day, Neil	Crest Lifts Ltd	£3,200,000											
Evans, Nathan	Metro Lifts	£2,300,000					●	●					
Thomas, Doug	Dewcroft Engineering	£1,700,000											
Graham, Peter	Abbey Lifts Ltd	£1,200,000											
Austin, Fran	Fujitec (UK) Ltd	£1,115,000											
Oxley, Frank	Saxon Lifts Ltd	£1,107,000											
McNair, Brian	Schindler Ltd	£950,000					○						
Bryant, Stephen	Abbey Langham Lifts Ltd	£815,000		○									
Edwards, Frank	Associated Lift Services Ltd	£550,000	○	○	●				○	●			
Amor, Ben	Elite Elevators Ltd	£540,000											
James, Milton	Bardeck Lift Engineers Ltd	£510,000											
Martin, Fenton	D J Lifts Services	£490,000				○	●	○					
Davies, Paul	UK Lifts Company (Watford)	£485,000											
Fry, Michael	Leonard Lifts Ltd	£260,000		○									
Hunter, Alan	Apex Lift & Escalator	£174,000	○	●	○			○	○	○			
Stephenson, Michael	Premier Lifts Ltd (Rainham)	£165,000								○			
Young, Morris	Premier Lifts Service	£150,000											
Kane, Timothy	Accord Lift Services	£132,000	●	●		○							
Brown, Thomas	Gregson & Bell	£131,000											
Gray, George	Thyssen Lifts & Escalators Ltd	£119,000		○									
Lee, Lawton	Cable Lifts	£106,000											
Nevill, Charles	Axis Elevators Ltd	£97,000				○	○	○		○		○	
Quaterman, Arthur	City Lifts Ltd	£93,000											
Cox, Oliver	G M C	£91,000							○				
Riley, Keith	Pickerings Lifts	£89,000											
Zwilling, Henry	Design Services Ltd	£89,000											
Williams, Loretta	Lift Services Brighton	£86,500					○	○		○		○	
Peters, Joan	Express Evans Ltd	£86,000											
Ross, Richard	Lutz Southern E&E	£82,000											
Booth, Andrew	L E S (Lye)	£81,000	○			○							
Johnston, Janet	County Lift Services	£80,000											
Hall, Samuel	Rubax Lifts Ltd	£74,000				○							
Cole, Robert	Kone Lifts Ltd	£73,000				○							
Ives, Samuel	Monarch Lifts Ltd	£65,000				○							
Quinn, Kenneth	Industrial Lift Services Ltd	£63,500											
Felstead, Doug	Key Elevators Ltd	£59,000									○		
Tucker, Winston	Crown Lifts Ltd	£58,200					○	○	○	○			
King, Jason	Temple Lifts Ltd	£57,900											
Lawson, Maurice	Amalgamated Lifts Ltd	£54,000									○	○	

Problem Identification - By Account Potential

<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> Legend Totally Dissatisfied ● Somewhat Dissatisfied ○ </div> </div>														
Company	Revenue	Penetration	Account Potential	Overall Satisfaction	Ease of Doing Business	Billing and Invoicing	Pricing	Communication	Customer Impressions	Sales Performance	Delivery	Management Interactions	Ordering	Customer Service
Dewcroft Engineering	£1,700,000	30%	£5,666,667											
Crest Lifts Ltd	£3,200,000	80%	£4,000,000											
Associated Lift Services Ltd	£550,000	20%	£2,750,000	○	○	●					○	●		
Abbey Langham Lifts Ltd	£815,000	30%	£2,716,667		●									
Metro Lifts	£2,300,000	100%	£2,300,000						●	●				
Bardeck Lift Engineers Ltd	£510,000	25%	£2,040,000											
Apex Lift & Escalator	£174,000	10%	£1,740,000	○	●	○				○	○	○		
Schindler Ltd	£950,000	60%	£1,583,333						●					
Abbey Lifts Ltd	£1,200,000	80%	£1,500,000											
Fujitec (UK) Ltd	£1,115,000	80%	£1,393,750											
Saxon Lifts Ltd	£1,107,000	80%	£1,383,750											
UK Lifts Company (Watford)	£485,000	40%	£1,212,500											
Elite Elevators Ltd	£540,000	66%	£818,182											
Industrial Lift Services Ltd	£63,500	10%	£635,000											
Leonard Lifts Ltd	£260,000	50%	£520,000		○									
Premier Lifts Ltd (Rainham)	£165,000	33%	£500,000										●	
D J Lifts Services	£490,000	100%	£490,000					○	●	○				
Independent Lift Services Ltd	£52,000	15%	£346,667											
Lift Services Brighton	£86,500	25%	£346,000						○	○		○		○
Accord Lift Services	£132,000	40%	£330,000	●	●			○						
Premier Lifts Service	£150,000	50%	£300,000											
Thyssen Lifts & Escalators Ltd	£119,000	50%	£238,000		○									
Cable Lifts	£106,000	50%	£212,000											
Gregson & Bell	£131,000	80%	£163,750											
G M C	£91,000	80%	£113,750								○			
Design Services Ltd	£89,000	80%	£111,250											
Axis Elevators Ltd	£97,000	90%	£107,778				○		○	○		○		○
Yorkshire Lift Services Ltd	£53,000	50%	£106,000											
City Lifts Ltd	£93,000	100%	£93,000											
Kone Lifts Ltd	£73,000	80%	£91,250					○						
Pickerings Lifts	£89,000	100%	£89,000											
Express Evans Ltd	£86,000	100%	£86,000											
Lutz Southern E&E	£82,000	100%	£82,000											
L E S (Lye)	£81,000	100%	£81,000	○				○						
County Lift Services	£80,000	100%	£80,000											
Morris Vermaport	£40,000	50%	£80,000						○	○				
Apollo Lifts Ltd	£50,000	66%	£75,758			○							○	○
Rubax Lifts Ltd	£74,000	100%	£74,000					○						
Key Elevators Ltd	£59,000	80%	£73,750										○	
Crown Lifts Ltd	£58,200	80%	£72,750						●	●	○	●		

SECTION 5

Individual Customer Response Detail

This section presents the responses of each individual customer to the questions and statements posed in the survey. There is one page for each customer who responded. All sheets have been alphabetically arranged by customer name.



Universal Lift Equipment, Ltd.
Sales Rep: A. Giusto

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
X					[Overall] On an overall basis, how satisfied are you with our company?
X					How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
	X				[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
	X				Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
	X				[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
		X			When providing quotes, your availability of information is readily accessible and up to the minute.
	X				When providing quotes, the prices you quote or the availability of product meets my needs.
	X				[Communication] How satisfied are you with our company's overall communication efforts?
	X				Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
	X				Everyone in your company seems committed to helping meet my business needs.
	X				I do not need to rely solely on my sales representative to meet my informational needs.
	X				[Customer Impressions] How satisfied are you with our company as a business partner?
	X				I intend to continue my business relationship with your company.
	X				When I think of quality products and services, I think of your company first.
	X				Your company listens and responds to me when I have a problem.
X					[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
X					Your sales representatives thoroughly know and understand your products and services.
	X				Your sales representatives understand my business needs.
X					Your sales representatives suggest solutions to improve our business.
X					[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
X					All deliveries are clearly marked to identify the contents.
	X				[Management Interactions] How satisfied are you with your interactions with our management?
	X				The management people I have contacted in your company are customer focused.
	X				I know that your management is available to address my problems and concerns.
	X				I can always contact someone in your company who can make decisions that affect me.
X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
X					Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Universal Lift Equipment, Ltd.
Sales Rep: J. Andersen

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
X					[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
X					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
	X				Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
X					[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
	X				When providing quotes, your availability of information is readily accessible and up to the minute.
X					When providing quotes, the prices you quote or the availability of product meets my needs.
X					[Communication] How satisfied are you with our company's overall communication efforts?
X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
	X				Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
	X				[Customer Impressions] How satisfied are you with our company as a business partner?
	X				I intend to continue my business relationship with your company.
			X		When I think of quality products and services, I think of your company first.
	X				Your company listens and responds to me when I have a problem.
X					[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
			X		Your sales representatives thoroughly know and understand your products and services.
	X				Your sales representatives understand my business needs.
			X		Your sales representatives suggest solutions to improve our business.
X					[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
X					All deliveries are clearly marked to identify the contents.
	X				[Management Interactions] How satisfied are you with your interactions with our management?
	X				The management people I have contacted in your company are customer focused.
			X		I know that your management is available to address my problems and concerns.
			X		I can always contact someone in your company who can make decisions that affect me.
	X				[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
	X				Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Universal Lift Equipment, Ltd.
Sales Rep: A. Boisvert

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
	X				[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
		X			[Billing and Invoicing] How satisfied are you with our billing and invoicing?
	X				Invoices from your company are complete and accurate.
	X				Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
X					[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
	X				When providing quotes, your availability of information is readily accessible and up to the minute.
X					When providing quotes, the prices you quote or the availability of product meets my needs.
	X				[Communication] How satisfied are you with our company's overall communication efforts?
	X				Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
		X			Everyone in your company seems committed to helping meet my business needs.
			X		I do not need to rely solely on my sales representative to meet my informational needs.
	X				[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
	X				When I think of quality products and services, I think of your company first.
X					Your company listens and responds to me when I have a problem.
	X				[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
		X			Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
	X				Your sales representatives suggest solutions to improve our business.
	X				[Delivery] How satisfied are you with the delivery of our products or services?
		X			Your deliveries arrive when promised.
	X				Your deliveries are complete and accurate.
	X				All deliveries are clearly marked to identify the contents.
	X				[Management Interactions] How satisfied are you with your interactions with our management?
	X				The management people I have contacted in your company are customer focused.
	X				I know that your management is available to address my problems and concerns.
X					I can always contact someone in your company who can make decisions that affect me.
		X			[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
		X			Your company is flexible and accommodating when we need to make changes to an order.
		X			[Customer Service] How satisfied are you with the customer service we provide?
	X				The customer service personnel are pleasant and knowledgeable.
		X			Whenever a problem arises, I know who to contact.
	X				If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
					Universal Lift Equipment, Ltd.
					Sales Rep: J. Andersen
<input checked="" type="checkbox"/>					[Overall] On an overall basis, how satisfied are you with our company?
<input checked="" type="checkbox"/>					How satisfied are you with the ease of doing business with our company?
<input checked="" type="checkbox"/>					I would purchase products or services from your company again.
<input checked="" type="checkbox"/>					I would recommend your company to an associate.
<input checked="" type="checkbox"/>					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
<input checked="" type="checkbox"/>					Invoices from your company are complete and accurate.
<input checked="" type="checkbox"/>					Billing issues are fairly and satisfactorily resolved.
<input checked="" type="checkbox"/>					When there is an issue with an invoice, your personnel are accommodating and helpful.
<input checked="" type="checkbox"/>					[Pricing] How satisfied are you with the procedures we use for providing quotes?
<input checked="" type="checkbox"/>					Price quotes are provided quickly and accurately.
<input checked="" type="checkbox"/>					When providing quotes, your availability of information is readily accessible and up to the minute.
<input checked="" type="checkbox"/>					When providing quotes, the prices you quote or the availability of product meets my needs.
	<input checked="" type="checkbox"/>				[Communication] How satisfied are you with our company's overall communication efforts?
	<input checked="" type="checkbox"/>				Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
		<input checked="" type="checkbox"/>			Everyone in your company seems committed to helping meet my business needs.
	<input checked="" type="checkbox"/>				I do not need to rely solely on my sales representative to meet my informational needs.
	<input checked="" type="checkbox"/>				[Customer Impressions] How satisfied are you with our company as a business partner?
<input checked="" type="checkbox"/>					I intend to continue my business relationship with your company.
	<input checked="" type="checkbox"/>				When I think of quality products and services, I think of your company first.
<input checked="" type="checkbox"/>					Your company listens and responds to me when I have a problem.
	<input checked="" type="checkbox"/>				[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
	<input checked="" type="checkbox"/>				Your sales representatives thoroughly know and understand your products and services.
<input checked="" type="checkbox"/>					Your sales representatives understand my business needs.
	<input checked="" type="checkbox"/>				Your sales representatives suggest solutions to improve our business.
<input checked="" type="checkbox"/>					[Delivery] How satisfied are you with the delivery of our products or services?
<input checked="" type="checkbox"/>					Your deliveries arrive when promised.
<input checked="" type="checkbox"/>					Your deliveries are complete and accurate.
	<input checked="" type="checkbox"/>				All deliveries are clearly marked to identify the contents.
	<input checked="" type="checkbox"/>				[Management Interactions] How satisfied are you with your interactions with our management?
	<input checked="" type="checkbox"/>				The management people I have contacted in your company are customer focused.
<input checked="" type="checkbox"/>					I know that your management is available to address my problems and concerns.
		<input checked="" type="checkbox"/>			I can always contact someone in your company who can make decisions that affect me.
	<input checked="" type="checkbox"/>				[Ordering] How satisfied are you with the effectiveness with which we process your orders?
<input checked="" type="checkbox"/>					I never experience problems when I place an order by telephone.
<input checked="" type="checkbox"/>					Ordering from your company is an easy process.
	<input checked="" type="checkbox"/>				Your company is flexible and accommodating when we need to make changes to an order.
<input checked="" type="checkbox"/>					[Customer Service] How satisfied are you with the customer service we provide?
<input checked="" type="checkbox"/>					The customer service personnel are pleasant and knowledgeable.
<input checked="" type="checkbox"/>					Whenever a problem arises, I know who to contact.
<input checked="" type="checkbox"/>					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
	X				[Overall] On an overall basis, how satisfied are you with our company?
X					How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
	X				[Billing and Invoicing] How satisfied are you with our billing and invoicing?
	X				Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
X					[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
		X			When providing quotes, your availability of information is readily accessible and up to the minute.
X					When providing quotes, the prices you quote or the availability of product meets my needs.
X					[Communication] How satisfied are you with our company's overall communication efforts?
	X				Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
	X				Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
			X		[Customer Impressions] How satisfied are you with our company as a business partner?
		X			I intend to continue my business relationship with your company.
			X		When I think of quality products and services, I think of your company first.
	X				Your company listens and responds to me when I have a problem.
			X		[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
			X		Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
X					Your sales representatives suggest solutions to improve our business.
		X			[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
			X		Your deliveries are complete and accurate.
		X			All deliveries are clearly marked to identify the contents.
			X		[Management Interactions] How satisfied are you with your interactions with our management?
		X			The management people I have contacted in your company are customer focused.
			X		I know that your management is available to address my problems and concerns.
			X		I can always contact someone in your company who can make decisions that affect me.
X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
X					Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
X					[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
X					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
	X				[Pricing] How satisfied are you with the procedures we use for providing quotes?
	X				Price quotes are provided quickly and accurately.
X					When providing quotes, your availability of information is readily accessible and up to the minute.
X					When providing quotes, the prices you quote or the availability of product meets my needs.
	X				[Communication] How satisfied are you with our company's overall communication efforts?
X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
X					Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
X					[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
	X				When I think of quality products and services, I think of your company first.
X					Your company listens and responds to me when I have a problem.
	X				[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
	X				Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
	X				Your sales representatives suggest solutions to improve our business.
	X				[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
X					All deliveries are clearly marked to identify the contents.
	X				[Management Interactions] How satisfied are you with your interactions with our management?
			X		The management people I have contacted in your company are customer focused.
X					I know that your management is available to address my problems and concerns.
	X				I can always contact someone in your company who can make decisions that affect me.
			X		[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
	X				Ordering from your company is an easy process.
	X				Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
					<p>Universal Lift Equipment, Ltd. Sales Rep: J. Bolin</p>
<input checked="" type="checkbox"/>					[Overall] On an overall basis, how satisfied are you with our company?
<input checked="" type="checkbox"/>					How satisfied are you with the ease of doing business with our company?
<input checked="" type="checkbox"/>					I would purchase products or services from your company again.
<input checked="" type="checkbox"/>					I would recommend your company to an associate.
<input checked="" type="checkbox"/>					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
<input checked="" type="checkbox"/>					Invoices from your company are complete and accurate.
<input checked="" type="checkbox"/>					Billing issues are fairly and satisfactorily resolved.
<input checked="" type="checkbox"/>					When there is an issue with an invoice, your personnel are accommodating and helpful.
<input checked="" type="checkbox"/>					[Pricing] How satisfied are you with the procedures we use for providing quotes?
<input checked="" type="checkbox"/>					Price quotes are provided quickly and accurately.
		<input checked="" type="checkbox"/>			When providing quotes, your availability of information is readily accessible and up to the minute.
<input checked="" type="checkbox"/>					When providing quotes, the prices you quote or the availability of product meets my needs.
<input checked="" type="checkbox"/>					[Communication] How satisfied are you with our company's overall communication efforts?
<input checked="" type="checkbox"/>					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
<input checked="" type="checkbox"/>					Everyone in your company seems committed to helping meet my business needs.
<input checked="" type="checkbox"/>					I do not need to rely solely on my sales representative to meet my informational needs.
		<input checked="" type="checkbox"/>			[Customer Impressions] How satisfied are you with our company as a business partner?
		<input checked="" type="checkbox"/>			I intend to continue my business relationship with your company.
			<input checked="" type="checkbox"/>		When I think of quality products and services, I think of your company first.
<input checked="" type="checkbox"/>					Your company listens and responds to me when I have a problem.
		<input checked="" type="checkbox"/>			[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
		<input checked="" type="checkbox"/>			Your sales representatives thoroughly know and understand your products and services.
<input checked="" type="checkbox"/>					Your sales representatives understand my business needs.
<input checked="" type="checkbox"/>					Your sales representatives suggest solutions to improve our business.
<input checked="" type="checkbox"/>					[Delivery] How satisfied are you with the delivery of our products or services?
<input checked="" type="checkbox"/>					Your deliveries arrive when promised.
<input checked="" type="checkbox"/>					Your deliveries are complete and accurate.
<input checked="" type="checkbox"/>					All deliveries are clearly marked to identify the contents.
		<input checked="" type="checkbox"/>			[Management Interactions] How satisfied are you with your interactions with our management?
<input checked="" type="checkbox"/>					The management people I have contacted in your company are customer focused.
		<input checked="" type="checkbox"/>			I know that your management is available to address my problems and concerns.
		<input checked="" type="checkbox"/>			I can always contact someone in your company who can make decisions that affect me.
<input checked="" type="checkbox"/>					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
<input checked="" type="checkbox"/>					I never experience problems when I place an order by telephone.
<input checked="" type="checkbox"/>					Ordering from your company is an easy process.
<input checked="" type="checkbox"/>					Your company is flexible and accommodating when we need to make changes to an order.
		<input checked="" type="checkbox"/>			[Customer Service] How satisfied are you with the customer service we provide?
<input checked="" type="checkbox"/>					The customer service personnel are pleasant and knowledgeable.
<input checked="" type="checkbox"/>					Whenever a problem arises, I know who to contact.
		<input checked="" type="checkbox"/>			If someone cannot initially answer my question, they find the answer and get back to me promptly.

Universal Lift Equipment, Ltd.
Sales Rep: A. Boisvert

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
X					[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
X					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
X					[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
	X				When providing quotes, your availability of information is readily accessible and up to the minute.
	X				When providing quotes, the prices you quote or the availability of product meets my needs.
X					[Communication] How satisfied are you with our company's overall communication efforts?
X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
X					Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
X					[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
	X				When I think of quality products and services, I think of your company first.
X					Your company listens and responds to me when I have a problem.
	X				[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
X					Your sales representatives thoroughly know and understand your products and services.
	X				Your sales representatives understand my business needs.
	X				Your sales representatives suggest solutions to improve our business.
X					[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
	X				All deliveries are clearly marked to identify the contents.
X					[Management Interactions] How satisfied are you with your interactions with our management?
X					The management people I have contacted in your company are customer focused.
X					I know that your management is available to address my problems and concerns.
X					I can always contact someone in your company who can make decisions that affect me.
X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
	X				Ordering from your company is an easy process.
X					Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Universal Lift Equipment, Ltd.

Sales Rep: A. Boisvert

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
	X				[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
X					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
X					[Pricing] How satisfied are you with the procedures we use for providing quotes?
X					Price quotes are provided quickly and accurately.
X	X				When providing quotes, your availability of information is readily accessible and up to the minute.
X					When providing quotes, the prices you quote or the availability of product meets my needs.
X					[Communication] How satisfied are you with our company's overall communication efforts?
X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
X					Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
X					[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
X	X				When I think of quality products and services, I think of your company first.
X					Your company listens and responds to me when I have a problem.
X					[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
		X			Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
X	X				Your sales representatives suggest solutions to improve our business.
X					[Delivery] How satisfied are you with the delivery of our products or services?
X					Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
X					All deliveries are clearly marked to identify the contents.
			X		[Management Interactions] How satisfied are you with your interactions with our management?
X					The management people I have contacted in your company are customer focused.
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X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
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X	X				Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
X					Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
	X				Universal Lift Equipment, Ltd.
					Sales Rep: J. Bolin
	X				[Overall] On an overall basis, how satisfied are you with our company?
X					How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
X					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
X					Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
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X					When providing quotes, the prices you quote or the availability of product meets my needs.
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X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
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	X				[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
			X		When I think of quality products and services, I think of your company first.
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	X				[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
	X				Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
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X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
X					Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
	X				Whenever a problem arises, I know who to contact.
	X				If someone cannot initially answer my question, they find the answer and get back to me promptly.

Universal Lift Equipment, Ltd.
Sales Rep: J. Andersen

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
<input checked="" type="checkbox"/>					[Overall] On an overall basis, how satisfied are you with our company?
<input checked="" type="checkbox"/>					How satisfied are you with the ease of doing business with our company?
<input checked="" type="checkbox"/>					I would purchase products or services from your company again.
<input checked="" type="checkbox"/>					I would recommend your company to an associate.
<input checked="" type="checkbox"/>					[Billing and Invoicing] How satisfied are you with our billing and invoicing?
<input checked="" type="checkbox"/>					Invoices from your company are complete and accurate.
<input checked="" type="checkbox"/>					Billing issues are fairly and satisfactorily resolved.
<input checked="" type="checkbox"/>					When there is an issue with an invoice, your personnel are accommodating and helpful.
<input checked="" type="checkbox"/>					[Pricing] How satisfied are you with the procedures we use for providing quotes?
<input checked="" type="checkbox"/>					Price quotes are provided quickly and accurately.
<input checked="" type="checkbox"/>					When providing quotes, your availability of information is readily accessible and up to the minute.
<input checked="" type="checkbox"/>					When providing quotes, the prices you quote or the availability of product meets my needs.
<input checked="" type="checkbox"/>					[Communication] How satisfied are you with our company's overall communication efforts?
<input checked="" type="checkbox"/>					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
<input checked="" type="checkbox"/>					Everyone in your company seems committed to helping meet my business needs.
<input checked="" type="checkbox"/>					I do not need to rely solely on my sales representative to meet my informational needs.
<input checked="" type="checkbox"/>					[Customer Impressions] How satisfied are you with our company as a business partner?
<input checked="" type="checkbox"/>					I intend to continue my business relationship with your company.
<input checked="" type="checkbox"/>					When I think of quality products and services, I think of your company first.
<input checked="" type="checkbox"/>					Your company listens and responds to me when I have a problem.
<input checked="" type="checkbox"/>					[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
<input checked="" type="checkbox"/>					Your sales representatives thoroughly know and understand your products and services.
<input checked="" type="checkbox"/>					Your sales representatives understand my business needs.
<input checked="" type="checkbox"/>					Your sales representatives suggest solutions to improve our business.
<input checked="" type="checkbox"/>					[Delivery] How satisfied are you with the delivery of our products or services?
<input checked="" type="checkbox"/>					Your deliveries arrive when promised.
<input checked="" type="checkbox"/>					Your deliveries are complete and accurate.
<input checked="" type="checkbox"/>					All deliveries are clearly marked to identify the contents.
<input checked="" type="checkbox"/>					[Management Interactions] How satisfied are you with your interactions with our management?
<input checked="" type="checkbox"/>					The management people I have contacted in your company are customer focused.
<input checked="" type="checkbox"/>					I know that your management is available to address my problems and concerns.
<input checked="" type="checkbox"/>					I can always contact someone in your company who can make decisions that affect me.
		<input checked="" type="checkbox"/>			[Ordering] How satisfied are you with the effectiveness with which we process your orders?
		<input checked="" type="checkbox"/>			I never experience problems when I place an order by telephone.
		<input checked="" type="checkbox"/>			Ordering from your company is an easy process.
		<input checked="" type="checkbox"/>			Your company is flexible and accommodating when we need to make changes to an order.
<input checked="" type="checkbox"/>					[Customer Service] How satisfied are you with the customer service we provide?
<input checked="" type="checkbox"/>					The customer service personnel are pleasant and knowledgeable.
<input checked="" type="checkbox"/>					Whenever a problem arises, I know who to contact.
<input checked="" type="checkbox"/>					If someone cannot initially answer my question, they find the answer and get back to me promptly.

Totally Satisfied/ Fully Agree	Somewhat Satisfied/ Partially Agree	No Response	Somewhat Dissatisfied/ Partially Disagree	Totally Dissatisfied/ Fully Disagree	
	X				[Overall] On an overall basis, how satisfied are you with our company?
	X				How satisfied are you with the ease of doing business with our company?
X					I would purchase products or services from your company again.
X					I would recommend your company to an associate.
	X				[Billing and Invoicing] How satisfied are you with our billing and invoicing?
	X				Invoices from your company are complete and accurate.
X					Billing issues are fairly and satisfactorily resolved.
X					When there is an issue with an invoice, your personnel are accommodating and helpful.
	X				[Pricing] How satisfied are you with the procedures we use for providing quotes?
	X				Price quotes are provided quickly and accurately.
	X				When providing quotes, your availability of information is readily accessible and up to the minute.
	X				When providing quotes, the prices you quote or the availability of product meets my needs.
X					[Communication] How satisfied are you with our company's overall communication efforts?
X					Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.
X					Everyone in your company seems committed to helping meet my business needs.
X					I do not need to rely solely on my sales representative to meet my informational needs.
	X				[Customer Impressions] How satisfied are you with our company as a business partner?
X					I intend to continue my business relationship with your company.
X					When I think of quality products and services, I think of your company first.
	X				Your company listens and responds to me when I have a problem.
X					[Sales Performance] How satisfied are you with the overall performance of our sales representatives?
X					Your sales representatives thoroughly know and understand your products and services.
X					Your sales representatives understand my business needs.
X					Your sales representatives suggest solutions to improve our business.
X					[Delivery] How satisfied are you with the delivery of our products or services?
	X				Your deliveries arrive when promised.
X					Your deliveries are complete and accurate.
X					All deliveries are clearly marked to identify the contents.
X					[Management Interactions] How satisfied are you with your interactions with our management?
X					The management people I have contacted in your company are customer focused.
X					I know that your management is available to address my problems and concerns.
X					I can always contact someone in your company who can make decisions that affect me.
X					[Ordering] How satisfied are you with the effectiveness with which we process your orders?
X					I never experience problems when I place an order by telephone.
X					Ordering from your company is an easy process.
	X				Your company is flexible and accommodating when we need to make changes to an order.
X					[Customer Service] How satisfied are you with the customer service we provide?
X					The customer service personnel are pleasant and knowledgeable.
	X				Whenever a problem arises, I know who to contact.
X					If someone cannot initially answer my question, they find the answer and get back to me promptly.

SECTION 6

Customer SIF Comments

The following written comments were enclosed in the completed and returned surveys. With the exception of the addition of identifying information, they are presented exactly as received from each customer.



Universal Lift Equipment, Ltd.

Mr. Nathan Evans
Partner
Metro Lifts
88 Lancaster Road
ENFIELD, Middlesex TW18 4AN
01784 444 555



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

#186

The enclosed survey is being conducted for Universal Lift Equipment Ltd.'s international assessment of customer satisfaction. We would appreciate your taking a few minutes to complete and return it.

When this survey has been fully tabulated, we intend to take appropriate actions based upon findings generated through your opinions and insights. Our goal is to improve our business relationship with you and, to accomplish that objective, we plan to share both the results of this survey and our plans for addressing any issues or conclusions it brings to our attention.

With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

I am loyal to your company and its products. Unfortunately others in management have no idea what you can do for us. And now it looks like it is too late as you are being replaced by another company. I put the blame on poor marketing and poor sales force. I have on numerous occasions tried to give your sales reps leads which he only follows up about 50% of the time. Therein lies the problem, its too bad. I will miss ULE.

2. Any additional comments you care to offer.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

Universal Lift Equipment, Ltd.

Mr. Graham Fox
Technical Manager
Morris Vermaport
Haydn Road
Chilwell
Beeston
NOTTINGHAM NG5 1DH
01159 246 100



Questions or Problems? Call us at 01753 691199 (UK)

#235

Supplemental Information Form

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With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

Do something about customer service
Time to get a call back is terrible
Thought it was getting better, then it got worse

2. Any additional comments you care to offer.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

Universal Lift Equipment, Ltd.

Mr. Samuel Hall
Managing Director
Rubax Lifts Ltd
41 Brookfield Street
NEWTON LE WILLOWS, Merseyside WA10 3NS
01422 745 8411



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

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With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

It would be nice if your local sales people recognize the fact that I'm alive

2. Any additional comments you care to offer.

Crappy Track Record !!!

If we would like to discuss your comments or responses, may we contact you?

Name Samuel Hall Title Managing Director
Company Rubax Lifts Ltd Address 41 Brookfield St
Newton Le willows, Merseyside Country UK Telephone 01422-745-8411

Universal Lift Equipment, Ltd.

Mr. Alan Hunter
Company Manager
Apex Lift & Escalator
199 Heath Lane
BOROUGHBRIDGE, North Yorks YO5 19UY
01423 320 000



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

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With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

Improve communication between order desk staff
and customer on delivery times
Acknowledge follow up calls

2. Any additional comments you care to offer.

Also product that is free of dirt, minimal
splices and imperfections

If we would like to discuss your comments or responses, may we contact you? _____

Name Alistair Hunter Title Company Manager
Company Apex Lift and Escalator Address 165A Upper Heath Lane Dartford, Kent
Country UK Telephone 01642-854-2003

Universal Lift Equipment, Ltd.

Mr. Jason King
Operations Director
Temple Lifts Ltd
Lees Road
Knowsley Industrial Park North
KNOWSLEY, Merseyside L33 7SE
0151 547 4199



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

#480

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With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

RESPOND TO THE 4 PAGE LETTER I AM SENDING TO YOU IN THE MANNER I HAVE REQUESTED IN THE LAST PARAGRAPH

2. Any additional comments you care to offer.

MY LETTER SAYS IT ALL. THE SURVEY FORMAT WAS UNIQUE!
I'LL BET YOU GET A HIGH RESPONSE ϕ BECAUSE OF IT.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

Universal Lift Equipment, Ltd.

Mr. Fenton Martin
Chairman
D J Lifts Services
Challenge Road
GREENFORD, Middlesex UB6 8UA
01818 134 444



Questions or Problems? Call us at 01753 691 199 (UK)

#177

Supplemental Information Form

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With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

- Make it easier to get information.
- Have employees follow up to make sure customer's needs are met, especially if they have passed them off to someone else.
- Your products remain excellent, but your responsiveness terrible. Nobody calls on us - ever. Your old sales force wasn't particularly knowledgeable or effective, but at least there was some contact.

2. Any additional comments you care to offer:

I have a lot of problems with not being able to get a hold of sales and design people because of long delays in returned calls and full voice mail boxes. If they are out for the day or week, I want to know who to call to help me. A full voice mailbox is like a dead end.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

Universal Lift Equipment, Ltd.

Mr. Brian McNair
Managing Director
Schindler Ltd
Schindler House
3 Plane Tree Crescent
KEIGHLEY, West Yorks BD21 5NA
01708 995 8410



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

The enclosed survey is being conducted for Universal Lift Equipment Ltd.'s international assessment of customer satisfaction. We would appreciate your taking a few minutes to complete and return it.

When this survey has been fully tabulated, we intend to take appropriate actions based upon findings generated through your opinions and insights. Our goal is to improve our business relationship with you and, to accomplish that objective, we plan to share both the results of this survey and our plans for addressing any issues or conclusions it brings to our attention.

With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

Get real people to answer the phone. Your automated telephone system is the absolute worst I have ever encountered

2. Any additional comments you care to offer.

Stock more material in your warehouse
Quicker deliveries.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

Universal Lift Equipment, Ltd.

Ms. Joan Peters
Office Manager
Express Evans Ltd
Gielgud Way
Crosspoint Business Park
COVENTRY CV2 2SA
01203 867 200



Questions or Problems? Call us at 01753 691 199 (UK)

Supplemental Information Form

#120

The enclosed survey is being conducted for Universal Lift Equipment Ltd.'s international assessment of customer satisfaction. We would appreciate your taking a few minutes to complete and return it.

When this survey has been fully tabulated, we intend to take appropriate actions based upon findings generated through your opinions and insights. Our goal is to improve our business relationship with you and, to accomplish that objective, we plan to share both the results of this survey and our plans for addressing any issues or conclusions it brings to our attention.

With advance thanks for your time and effort, we look forward to your response.

Bob Toliver
Managing Director

1. What would you consider to be the most significant single action we could take to enhance our value as a service provider to you?

The sales rep. needs to make his presence known. He has thus far assumed our business to be a given because in past years we were a strong customer. However, Jensen Farms Ltd. is quickly stepping in because of their aggressive sales techniques and your lackadaisical attitude.
Poorly packaged and labeled shipments that arrive late aren't doing much to enhance our relationship either.

2. Any additional comments you care to offer.

What to impress me? Make an effort to understand my requirements and provide solutions that address them.

If we would like to discuss your comments or responses, may we contact you? _____

Name _____ Title _____

Company _____ Address _____

Country _____ Telephone _____

SECTION 7

Management Surveys

This section presents the results of the survey of select members of your company's management team. Participants were asked to predict, within certain ranges, what they thought your customer's responses would be to the various questions and statements posed in the survey. Following are two summaries of those predictions.


In the first section we have a simple multi-page chart which presents all of the questions posed in the survey. Note when reviewing this section that the first column of numbers present actual customer responses. All management predictions which were accurate are highlighted with a dark background shading.

In the second section, we have pages for each category contained in the survey. For each question, there are three charts which show: 1) actual customer responses, 2) the distribution of the management team's predictions, and 3) the accuracy of those predictions.


Additional written comments, if any, submitted by the team are at the end of the section.




Management Survey

 Key Questions/Statements	Management's Prediction of Customer's Responses											Accurate	Low	High
	Actual Customer Response	Robert Toliver	Fredrick Thompson	John Gleason	Cindy Westlake	Carol Duval	Spencer Jessman	Elizabeth Arbeli	Trevor Quenslik	Peter Giles	Andrea Fitzmons			
On an overall basis, how satisfied are you with our company?	53%	46%-60%	46%-60%	31%-45%	16%-30%	46%-60%	31%-45%	46%-60%	31%-45%	46%-60%	Over 60%	5	4	1
How satisfied are you with the ease of doing business with our company?	45%	46%-60%	46%-60%	31%-45%	31%-45%	46%-60%	31%-45%	46%-60%	46%-60%	46%-60%	46%-60%	3	0	7
I would purchase products or services from your company again.	88%	46%-60%	31%-45%	46%-60%	31%-45%	Over 60%	46%-60%	Over 60%	46%-60%	Over 60%	46%-60%	3	7	0
I would recommend your company to an associate.	80%	46%-60%	31%-45%	31%-45%	31%-45%	46%-60%	31%-45%	46%-60%	31%-45%	46%-60%	46%-60%	0	10	0
How satisfied are you with our billing and invoicing?	53%	46%-60%	46%-60%	16%-30%	31%-45%	46%-60%	46%-60%	Over 60%	31%-45%	46%-60%	46%-60%	6	3	1
Invoices from your company are complete and accurate.	54%	46%-60%	46%-60%	16%-30%	31%-45%	31%-45%	46%-60%	Over 60%	46%-60%	46%-60%	46%-60%	6	3	1
Billing issues are fairly and satisfactorily resolved.	55%	31%-45%	46%-60%	46%-60%	31%-45%	31%-45%	31%-45%	46%-60%	31%-45%	Over 60%	Over 60%	3	5	2
When there is an issue with an invoice, your personnel are accommodating and helpful.	79%	31%-45%	46%-60%	16%-30%	31%-45%	46%-60%	31%-45%	Over 60%	16%-30%	Over 60%	46%-60%	2	8	0
How satisfied are you with the procedures we use for providing quotes?	65%	16%-30%	31%-45%	46%-60%	16%-30%	31%-45%	31%-45%	46%-60%	0%-15%	0%-15%	46%-60%	0	10	0
Price quotes are provided quickly and accurately.	69%	31%-45%	16%-30%	16%-30%	16%-30%	31%-45%	31%-45%	46%-60%	16%-30%	46%-60%	46%-60%	0	10	0
When providing quotes, your availability of information is readily accessible and up to the minute.	59%	31%-45%	16%-30%	16%-30%	16%-30%	31%-45%	31%-45%	31%-45%	16%-30%	0%-15%	Over 60%	0	9	1
When providing quotes, the prices you quote or the availability of product meets my needs.	67%	31%-45%	31%-45%	31%-45%	31%-45%	31%-45%	31%-45%	46%-60%	46%-60%	31%-45%	31%-45%	0	10	0
How satisfied are you with our company's overall communication efforts?	51%	31%-45%	31%-45%	31%-45%	16%-30%	46%-60%	46%-60%	31%-45%	16%-30%	31%-45%	Over 60%	2	7	1
Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.	63%	46%-60%	16%-30%	16%-30%	0%-15%	31%-45%	16%-30%	16%-30%	31%-45%	16%-30%	31%-45%	0	10	0
Everyone in your company seems committed to helping meet my business needs.	45%	31%-45%	31%-45%	31%-45%	Over 60%	46%-60%	31%-45%	Over 60%	46%-60%	Over 60%	Over 60%	4	0	6
I do not need to rely solely on my sales representative to meet my informational needs.	53%	31%-45%	16%-30%	16%-30%	16%-30%	Over 60%	46%-60%	31%-45%	31%-45%	16%-30%	31%-45%	1	8	1

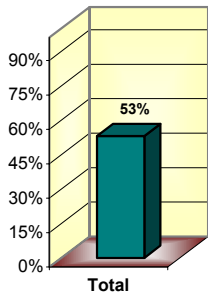
Management Survey

 Key Questions/Statements	Management's Prediction of Customer's Responses											Accurate	Low	High
	Actual Customer Response	Robert Toliver	Fredrick Thompson	John Gleason	Cindy Westlake	Carol Duval	Spencer Jessman	Elizabeth Arbeli	Trevor Quenslik	Peter Giles	Andrea Fitzmons			
How satisfied are you with our company as a business partner?	33%	46%-60%	46%-60%	31%-45%	16%-30%	46%-60%	46%-60%	46%-60%	16%-30%	31%-45%	46%-60%	2	2	6
I intend to continue my business relationship with your company.	47%	31%-45%	46%-60%	0%-15%	0%-15%	46%-60%	31%-45%	46%-60%	16%-30%	0%-15%	46%-60%	4	6	0
When I think of quality products and services, I think of your company first.	22%	46%-60%	46%-60%	31%-45%	Over 60%	46%-60%	31%-45%	Over 60%	31%-45%	Over 60%	46%-60%	0	0	10
Your company listens and responds to me when I have a problem.	31%	31%-45%	16%-30%	0%-15%	0%-15%	46%-60%	31%-45%	31%-45%	0%-15%	16%-30%	46%-60%	3	5	2
How satisfied are you with the overall performance of our sales representatives?	41%	46%-60%	46%-60%	31%-45%	31%-45%	31%-45%	31%-45%	31%-45%	46%-60%	46%-60%	31%-45%	6	0	4
Your sales representatives thoroughly know and understand your products and services.	24%	46%-60%	46%-60%	31%-45%	16%-30%	31%-45%	46%-60%	31%-45%	46%-60%	16%-30%	Over 60%	2	0	8
Your sales representatives understand my business needs.	59%	46%-60%	46%-60%	16%-30%	31%-45%	46%-60%	46%-60%	46%-60%	Over 60%	Over 60%	46%-60%	6	2	2
Your sales representatives suggest solutions to improve our business.	76%	46%-60%	Over 60%	46%-60%	Over 60%	46%-60%	46%-60%	Over 60%	Over 60%	46%-60%	31%-45%	4	6	0
How satisfied are you with the delivery of our products or services?	61%	46%-60%	Over 60%	31%-45%	16%-30%	Over 60%	46%-60%	46%-60%	Over 60%	Over 60%	46%-60%	4	6	0
Your deliveries arrive when promised.	78%	46%-60%	Over 60%	31%-45%	16%-30%	46%-60%	46%-60%	46%-60%	46%-60%	46%-60%	46%-60%	1	9	0
Your deliveries are complete and accurate.	55%	46%-60%	46%-60%	46%-60%	31%-45%	31%-45%	46%-60%	46%-60%	31%-45%	31%-45%	46%-60%	6	4	0
All deliveries are clearly marked to identify the contents.	73%	46%-60%	Over 60%	31%-45%	16%-30%	46%-60%	Over 60%	Over 60%	Over 60%	31%-45%	46%-60%	4	6	0
How satisfied are you with your interactions with our management?	43%	31%-45%	31%-45%	31%-45%	31%-45%	46%-60%	46%-60%	31%-45%	31%-45%	46%-60%	Over 60%	6	0	4
The management people I have contacted in your company are customer focused.	57%	16%-30%	46%-60%	46%-60%	Over 60%	46%-60%	46%-60%	Over 60%	Over 60%	Over 60%	46%-60%	5	1	4
I know that your management is available to address my problems and concerns.	46%	31%-45%	31%-45%	31%-45%	31%-45%	46%-60%	31%-45%	46%-60%	31%-45%	Over 60%	46%-60%	6	0	4
I can always contact someone in your company who can make decisions that affect me.	31%	31%-45%	31%-45%	Over 60%	31%-45%	31%-45%	31%-45%	46%-60%	31%-45%	16%-30%	Over 60%	6	1	3

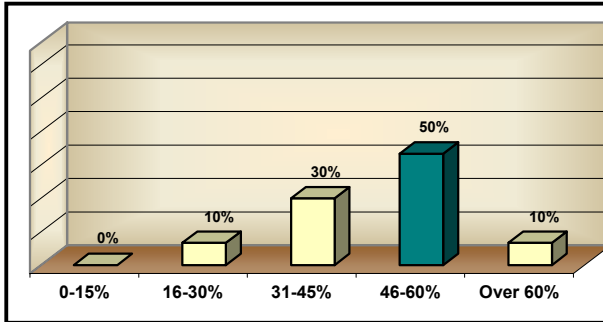
Management Survey

 Key Questions/Statements	Management's Prediction of Customer's Responses											Accurate	Low	High
	Actual Customer Response	Robert Toliver	Fredrick Thompson	John Gleason	Cindy Westlake	Carol Duval	Spencer Jessman	Elizabeth Arbeli	Trevor Quenslik	Peter Giles	Andrea Fitzmons			
How satisfied are you with the effectiveness with which we process your orders?	56%	31%-45%	46%-60%	46%-60%	31%-45%	46%-60%	46%-60%	Over 60%	31%-45%	16%-30%	31%-45%	4	5	1
I never experience problems when I place an order by telephone.	77%	31%-45%	31%-45%	16%-30%	31%-45%	46%-60%	31%-45%	Over 60%	46%-60%	31%-45%	Over 60%	2	8	0
Ordering from your company is an easy process.	75%	31%-45%	46%-60%	46%-60%	Over 60%	46%-60%	46%-60%	Over 60%	31%-45%	46%-60%	Over 60%	3	7	0
Your company is flexible and accommodating when we need to make changes to an order.	47%	46%-60%	46%-60%	Over 60%	Over 60%	46%-60%	46%-60%	Over 60%	46%-60%	Over 60%	31%-45%	5	1	4
How satisfied are you with the customer service we provide?	76%	46%-60%	46%-60%	16%-30%	31%-45%	46%-60%	46%-60%	Over 60%	Over 60%	Over 60%	46%-60%	3	7	0
The customer service personnel are pleasant and knowledgeable.	90%	46%-60%	46%-60%	Over 60%	46%-60%	Over 60%	Over 60%	Over 60%	16%-30%	Over 60%	Over 60%	6	4	0
Whenever a problem arises, I know who to contact.	55%	46%-60%	31%-45%	16%-30%	31%-45%	46%-60%	16%-30%	Over 60%	46%-60%	31%-45%	46%-60%	4	5	1
If someone cannot initially answer my question, they find the answer and get back to me promptly.	71%	46%-60%	31%-45%	Over 60%	31%-45%	31%-45%	31%-45%	46%-60%	16%-30%	Over 60%	46%-60%	2	8	0
Number of Accurate Predictions	11	17	11	7	15	16	17	9	11	12	126	203	71	
Percentage of Accurate Predictions	27.50%	42.50%	27.50%	17.50%	37.50%	40.00%	42.50%	22.50%	27.50%	30.00%	32%	51%	18%	
Accurate	11	17	11	7	15	16	17	9	11	12				
Low	24	18	25	29	17	20	11	24	19	16				
High	5	5	4	4	8	4	12	7	10	12				
Percent Accurate	28%	43%	28%	18%	38%	40%	43%	23%	28%	30%				
Percent Low	60%	45%	63%	73%	43%	50%	28%	60%	48%	40%				
Percent High	13%	13%	10%	10%	20%	10%	30%	18%	25%	30%				

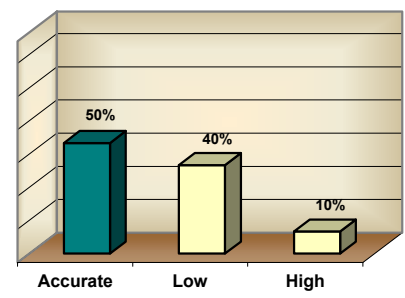
Actual Customer Score



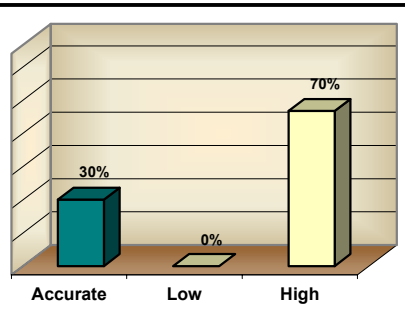
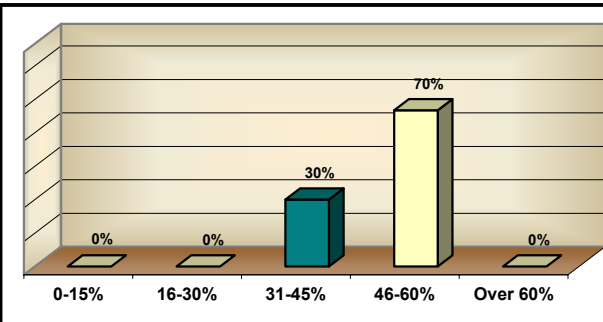
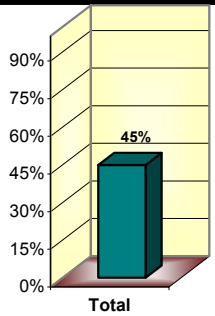
Manager's Predictions



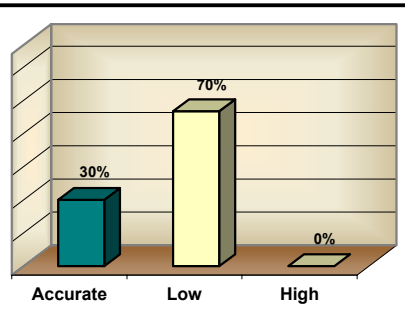
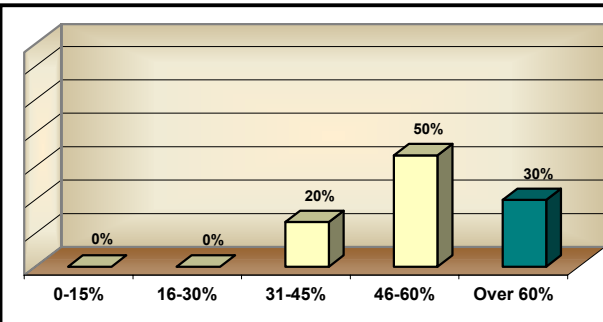
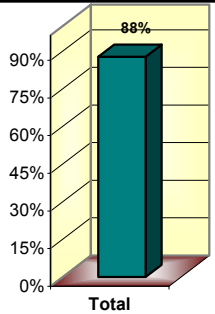
Manager's Accuracy



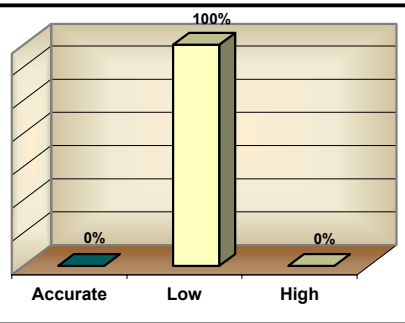
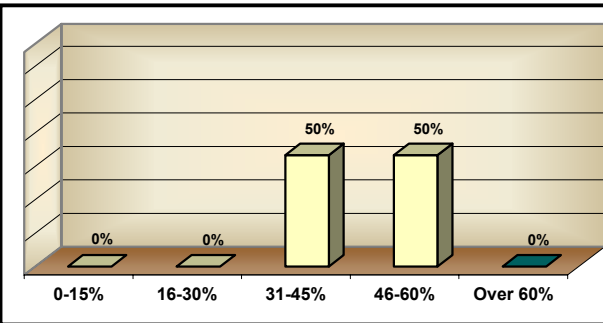
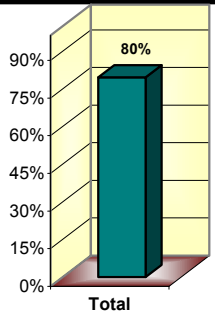
On an overall basis, how satisfied are you with our company?



How satisfied are you with the ease of doing business with our company?

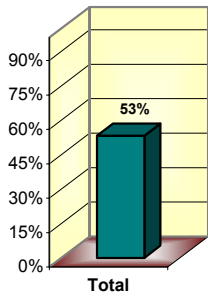


I would purchase products or services from your company again.

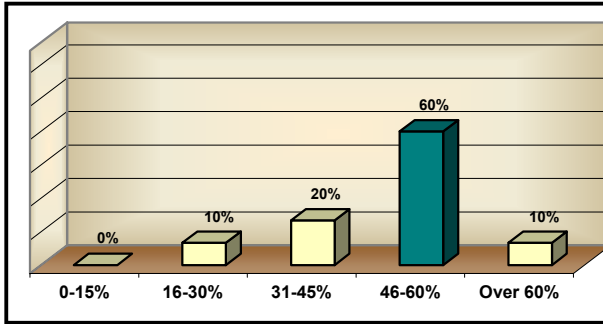


I would recommend your company to an associate.

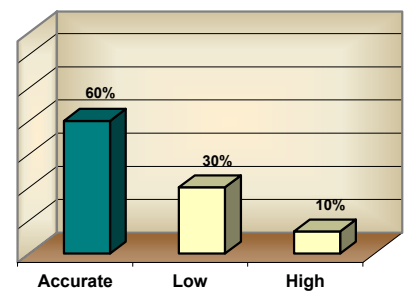
Actual Customer Score



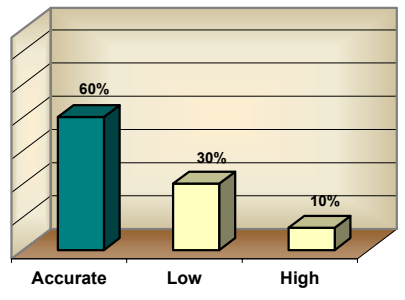
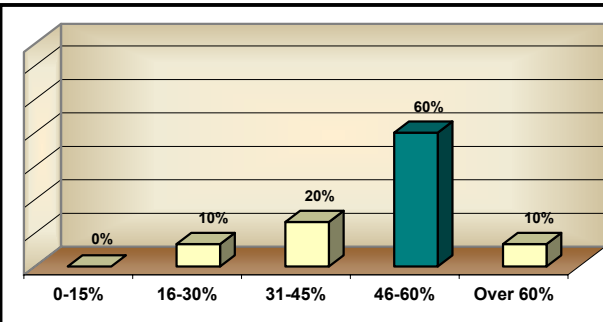
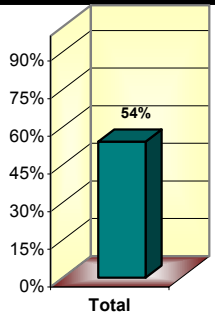
Manager's Predictions



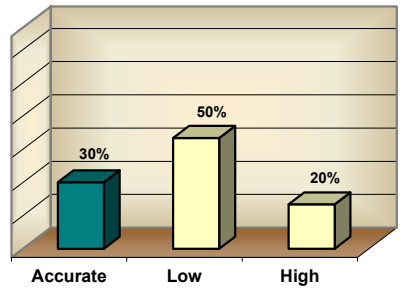
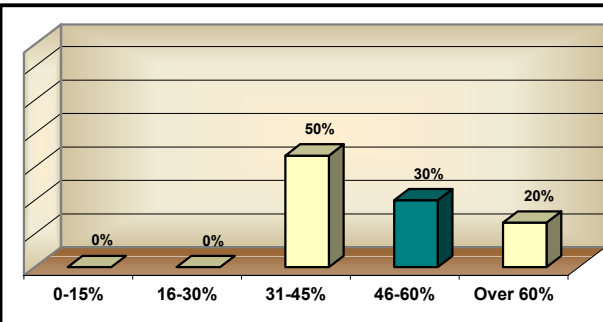
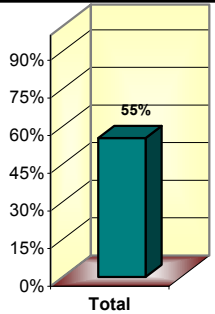
Manager's Accuracy



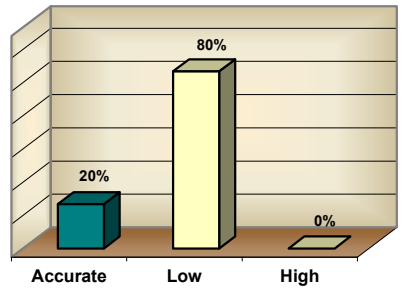
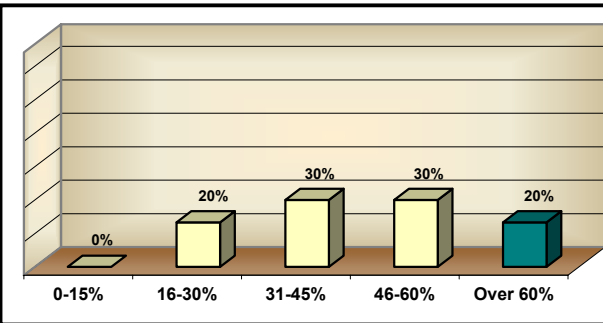
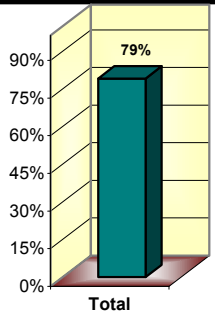
How satisfied are you with our billing and invoicing?



Invoices from your company are complete and accurate.

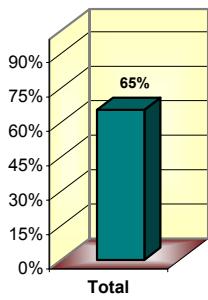


Billing issues are fairly and satisfactorily resolved.

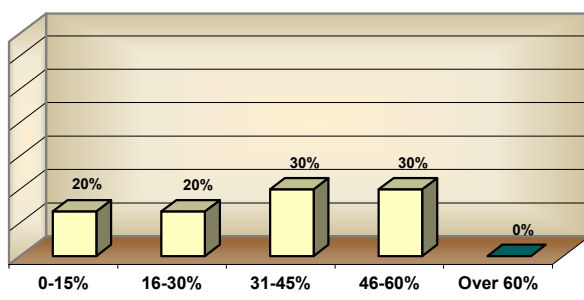


When there is an issue with an invoice, your personnel are accommodating and helpful.

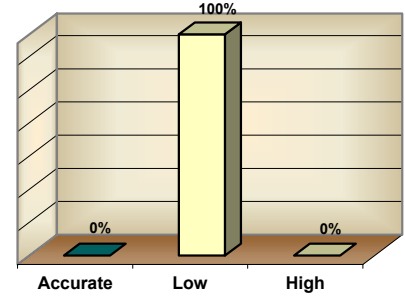
Actual Customer Score



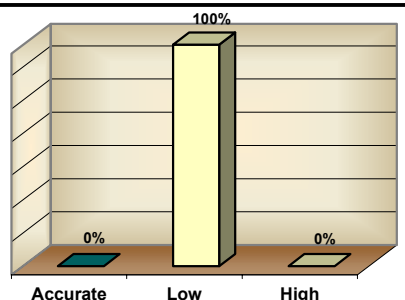
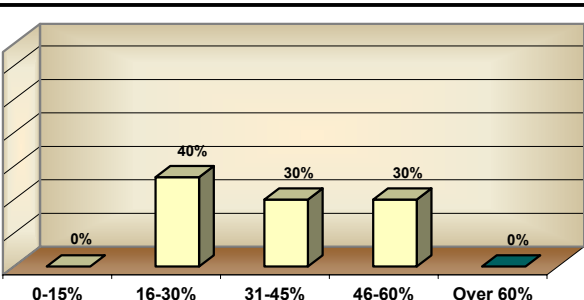
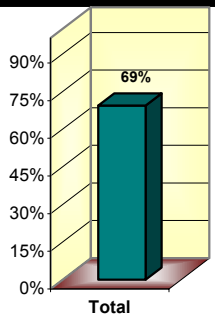
Manager's Predictions



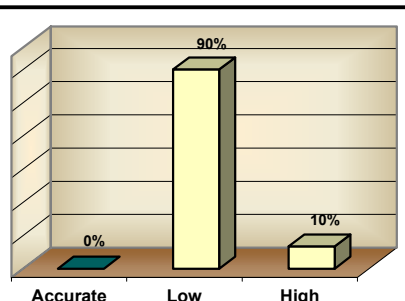
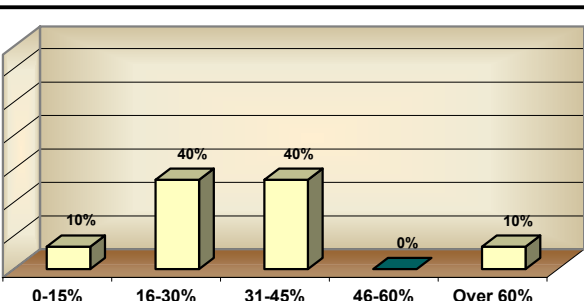
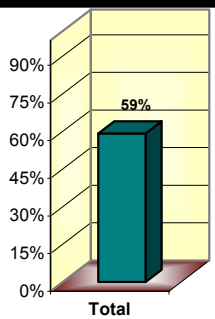
Manager's Accuracy



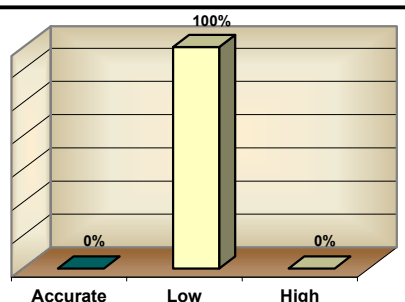
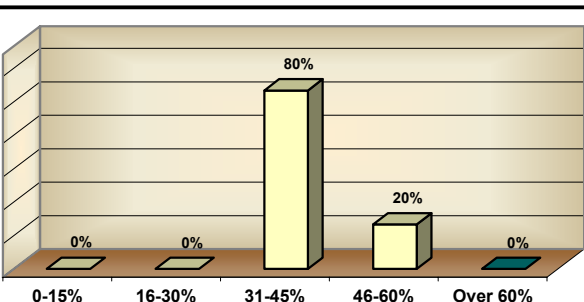
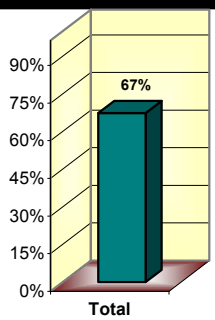
How satisfied are you with the procedures we use for providing quotes?



Price quotes are provided quickly and accurately.

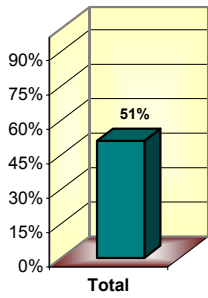


When providing quotes, your availability of information is readily accessible and up to the minute.

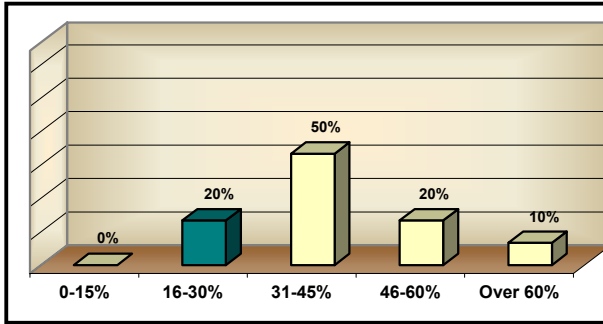


When providing quotes, the prices you quote or the availability of product meets my needs.

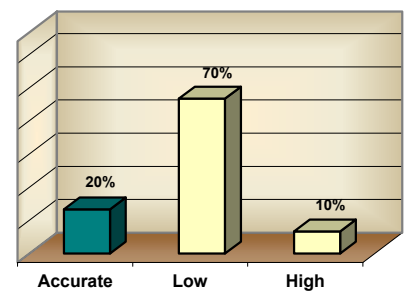
Actual Customer Score



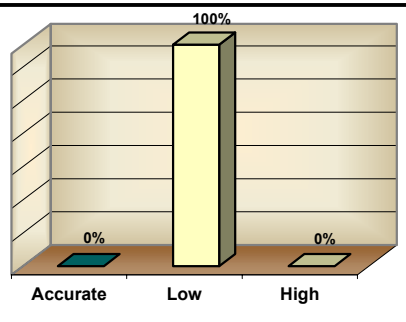
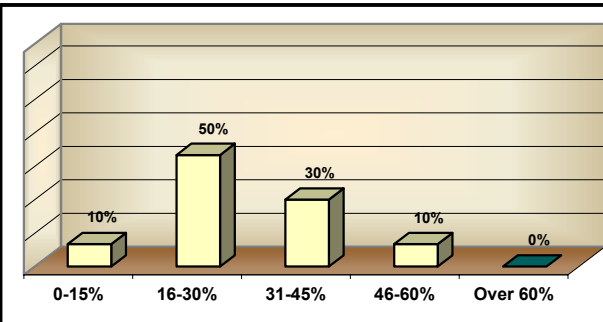
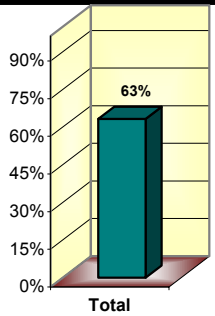
Manager's Predictions



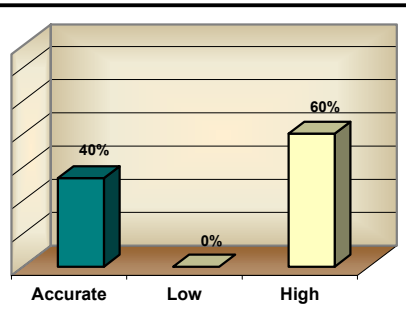
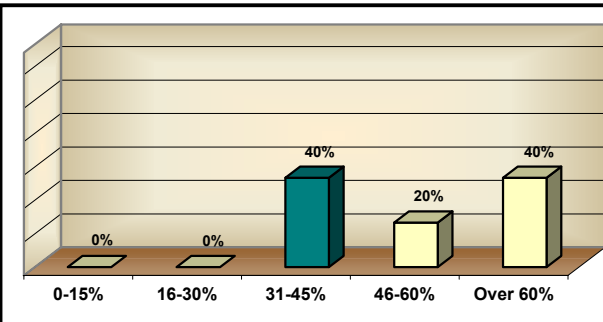
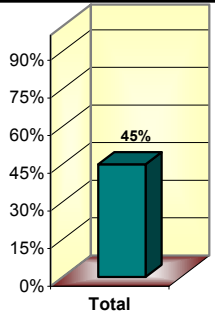
Manager's Accuracy



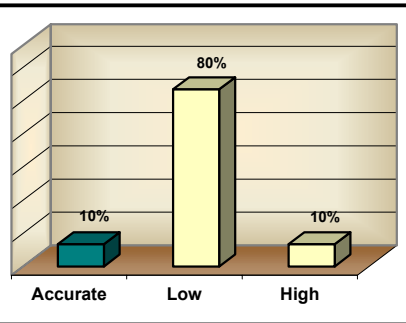
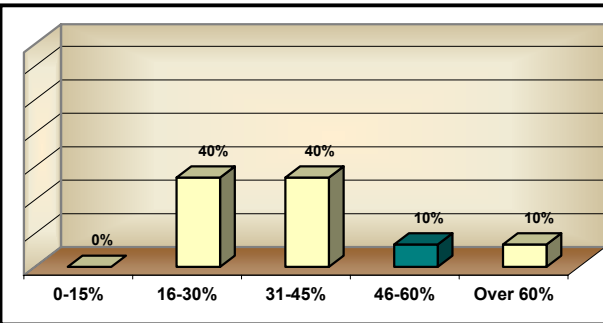
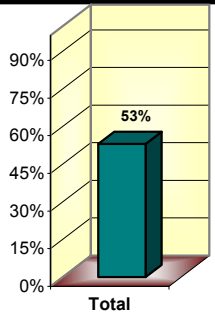
How satisfied are you with our company's overall communication efforts?



Your personnel routinely stay in touch with me to keep me apprised of issues that may affect me.

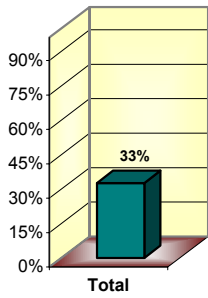


Everyone in your company seems committed to helping meet my business needs.

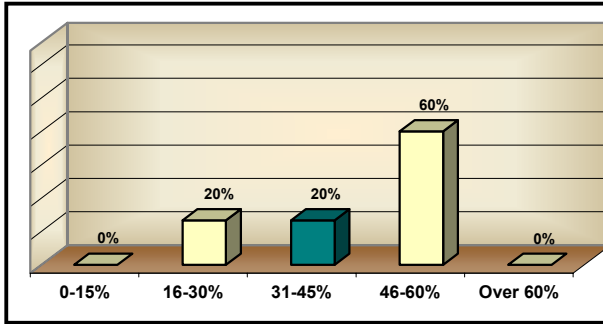


I do not need to rely solely on my sales representative to meet my informational needs.

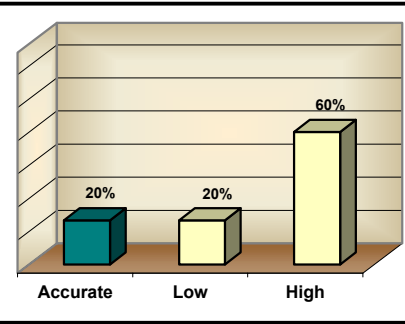
Actual Customer Score



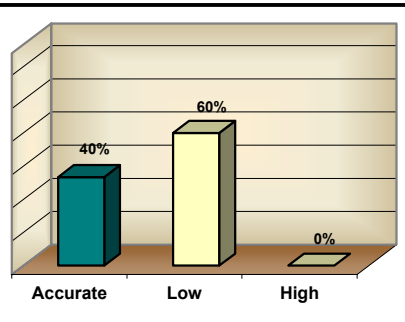
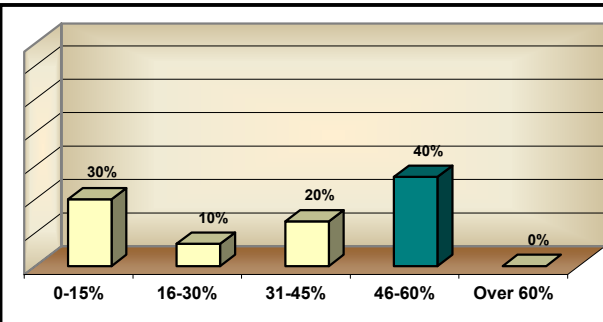
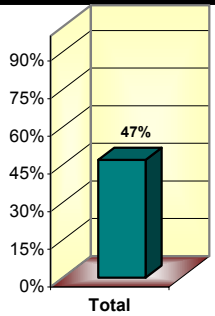
Manager's Predictions



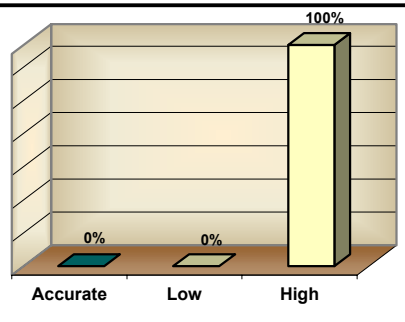
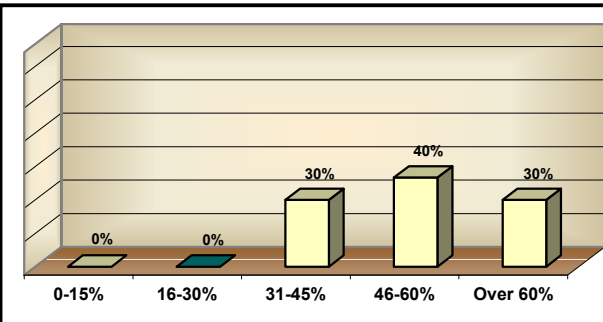
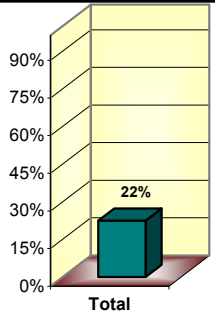
Manager's Accuracy



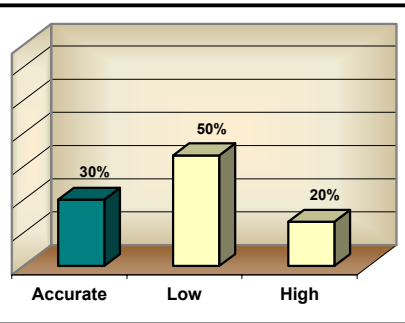
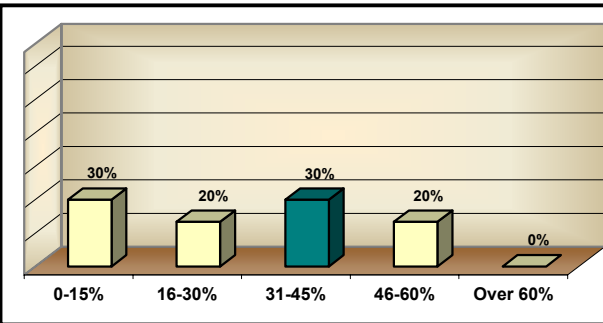
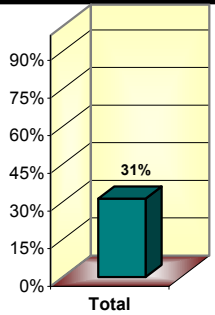
How satisfied are you with our company as a business partner?



I intend to continue my business relationship with your company.

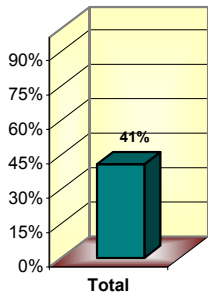


When I think of quality products and services, I think of your company first.

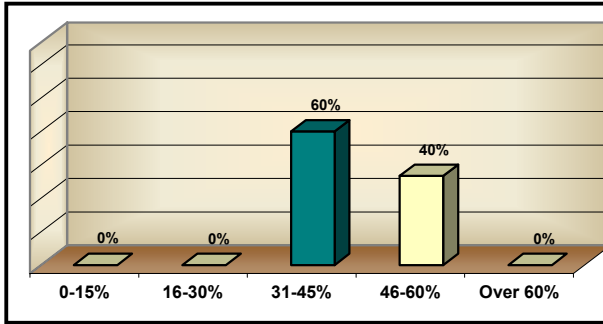


Your company listens and responds to me when I have a problem.

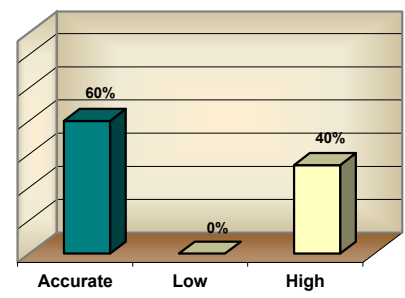
Actual Customer Score



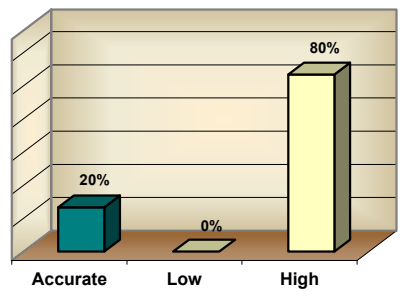
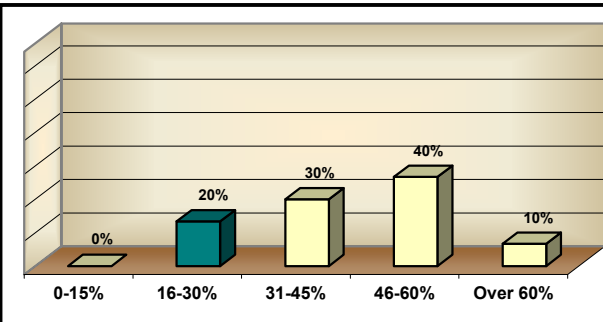
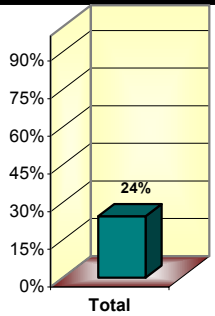
Manager's Predictions



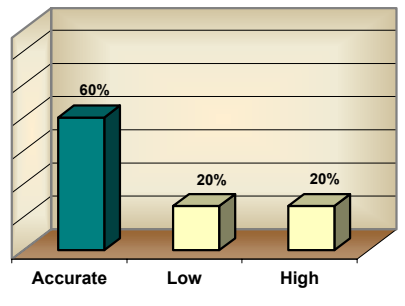
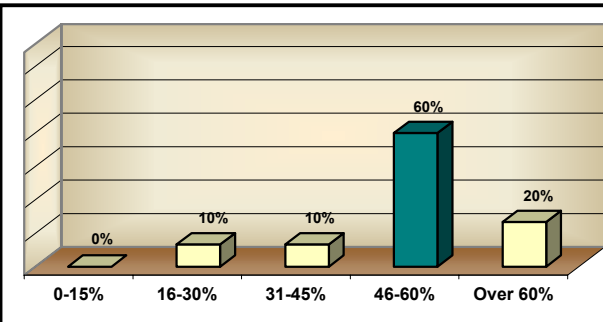
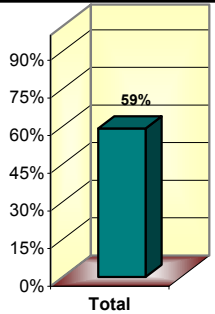
Manager's Accuracy



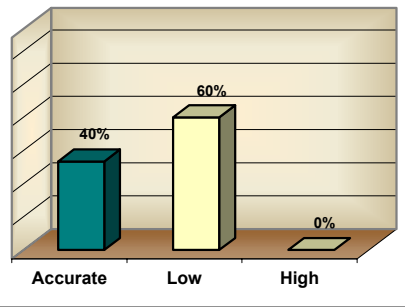
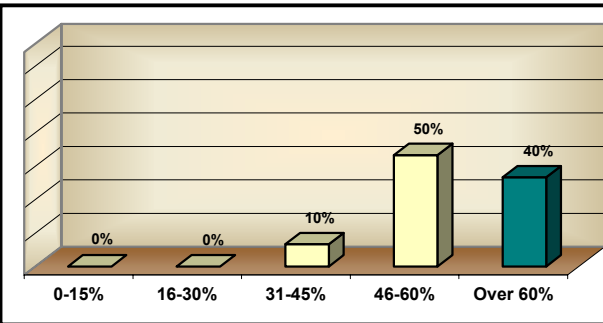
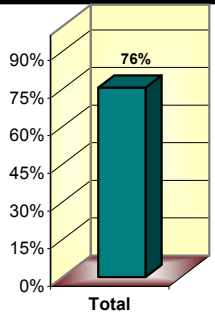
How satisfied are you with the overall performance of our sales representatives?



Your sales representatives thoroughly know and understand your products and services.

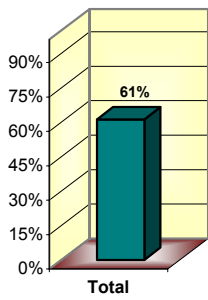


Your sales representatives understand my business needs.

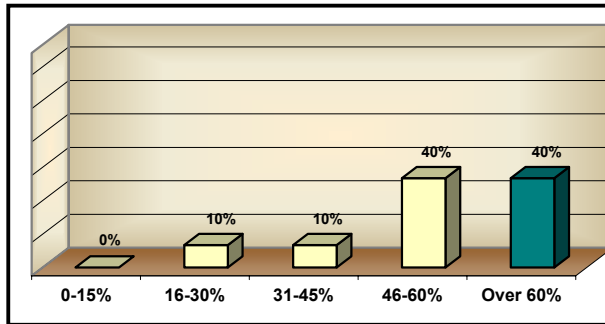


Your sales representatives suggest solutions to improve our business.

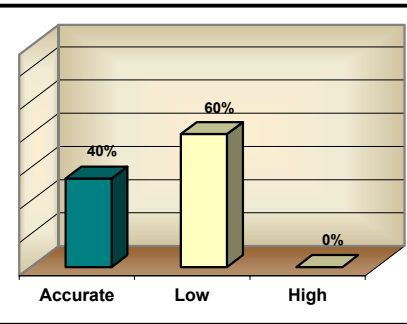
Actual Customer Score



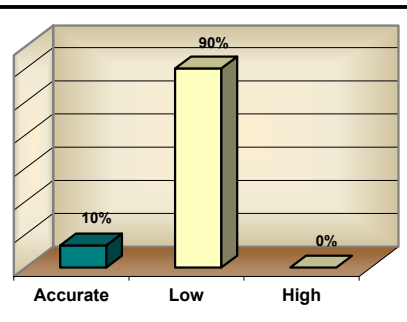
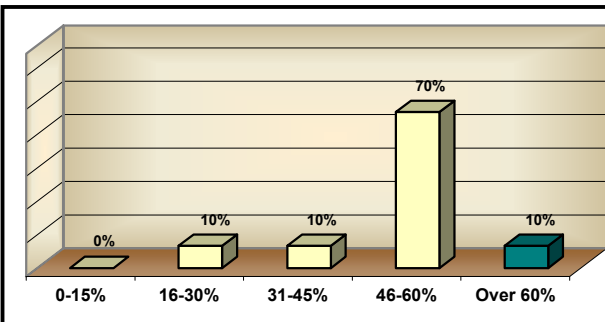
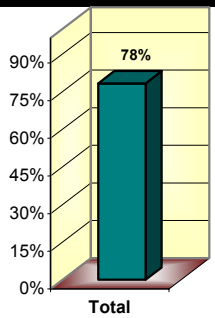
Manager's Predictions



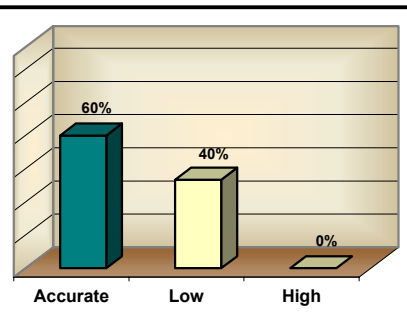
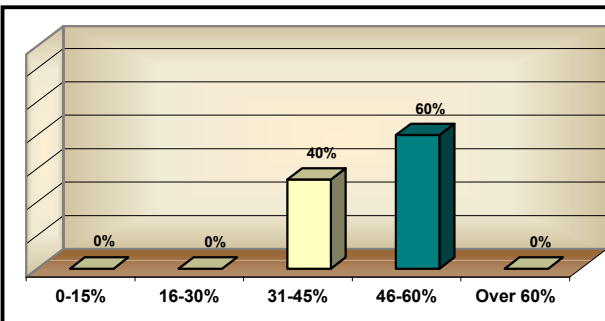
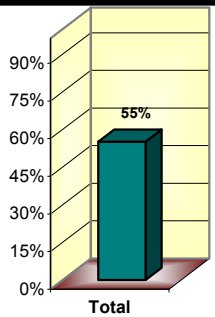
Manager's Accuracy



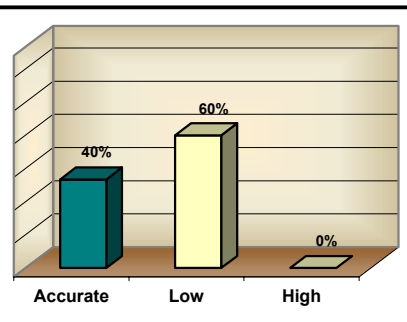
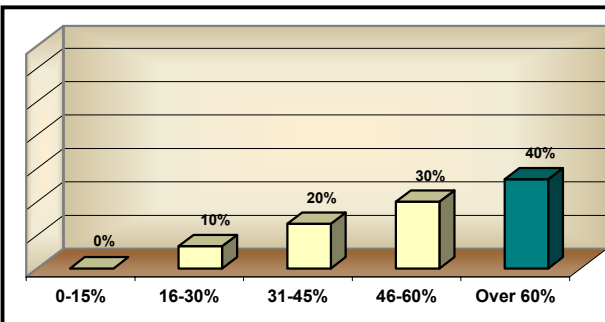
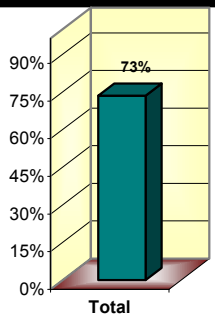
How satisfied are you with the delivery of our products or services?



Your deliveries arrive when promised.

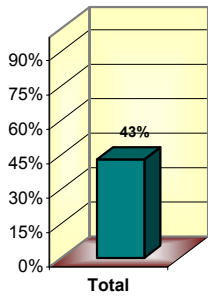


Your deliveries are complete and accurate.

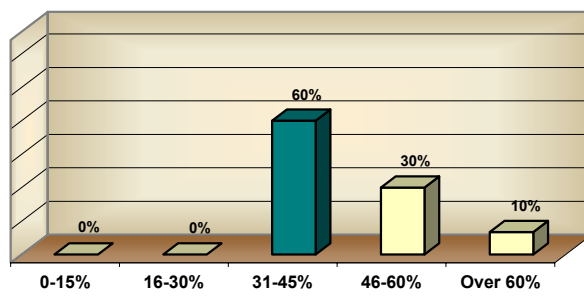


All deliveries are clearly marked to identify the contents.

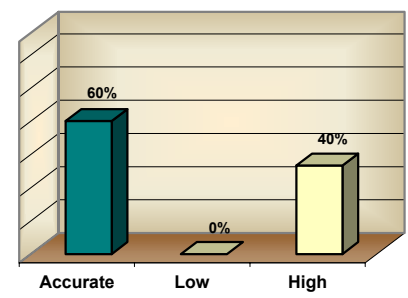
Actual Customer Score



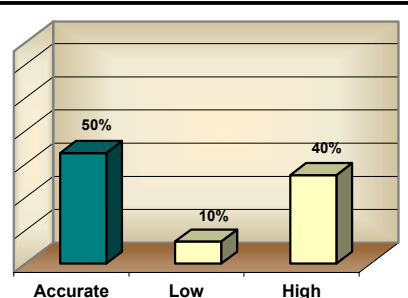
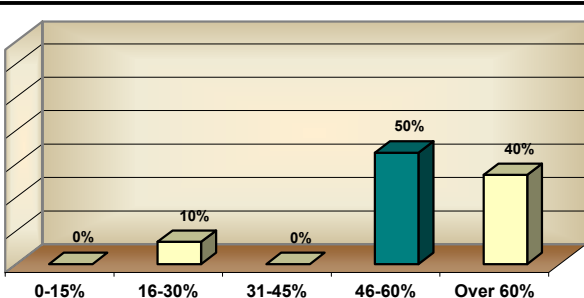
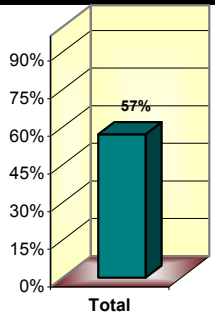
Manager's Predictions



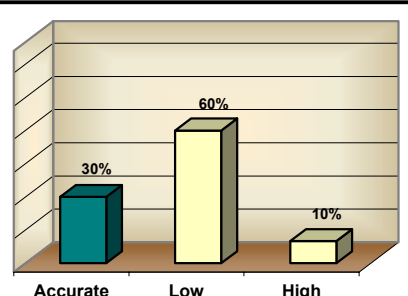
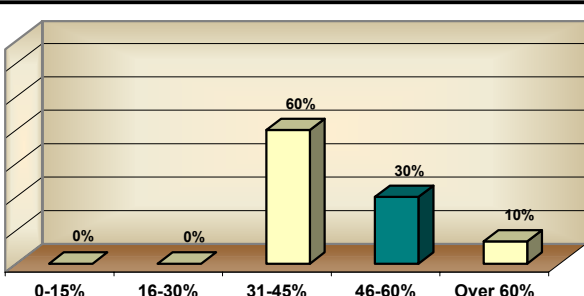
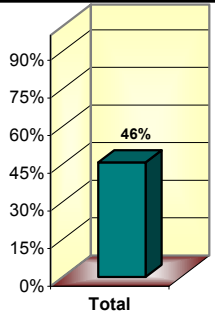
Manager's Accuracy



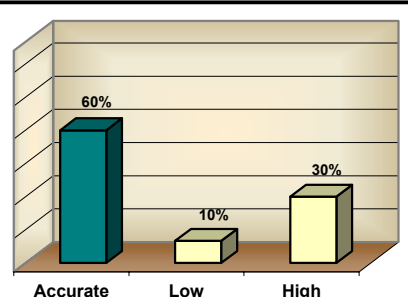
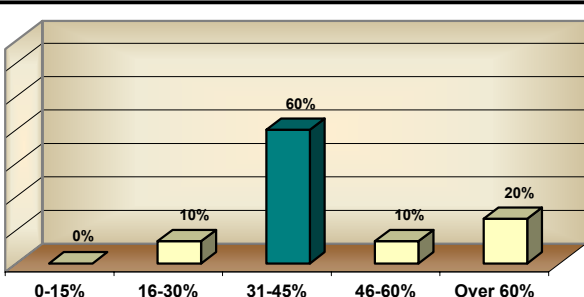
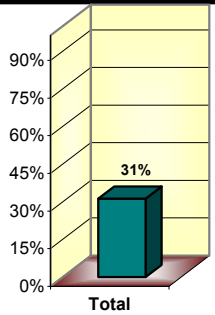
How satisfied are you with your interactions with our management?



The management people I have contacted in your company are customer focused.

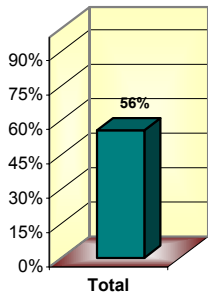


I know that your management is available to address my problems and concerns.

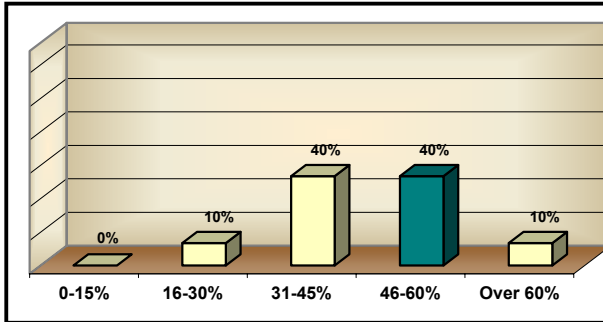


I can always contact someone in your company who can make decisions that affect me.

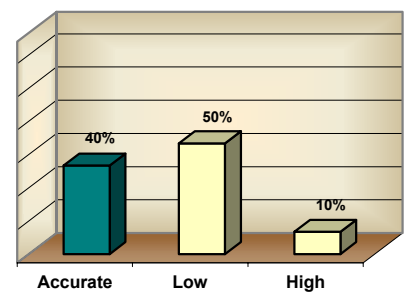
Actual Customer Score



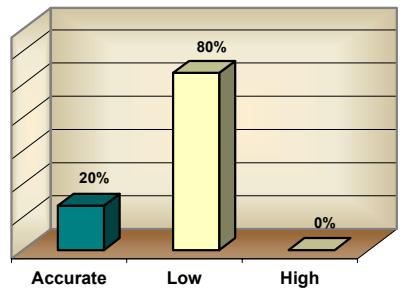
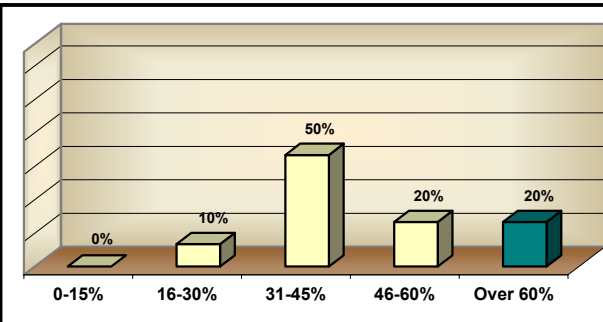
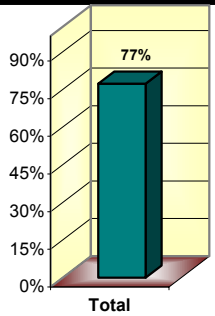
Manager's Predictions



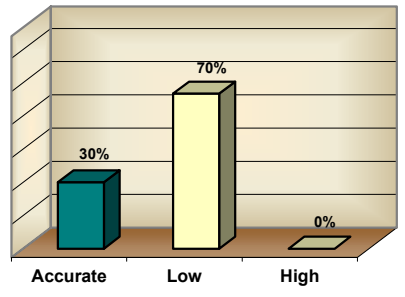
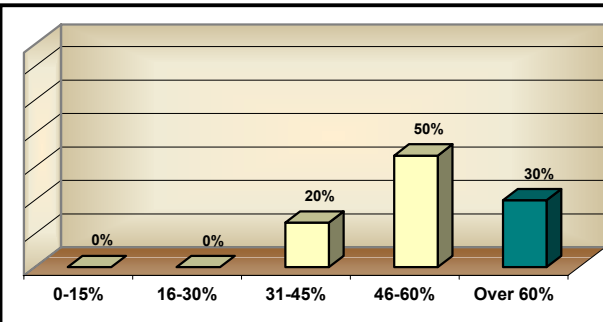
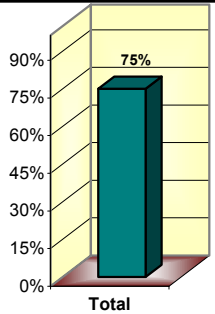
Manager's Accuracy



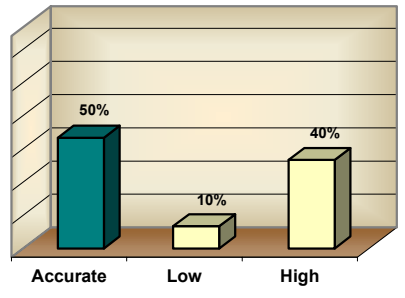
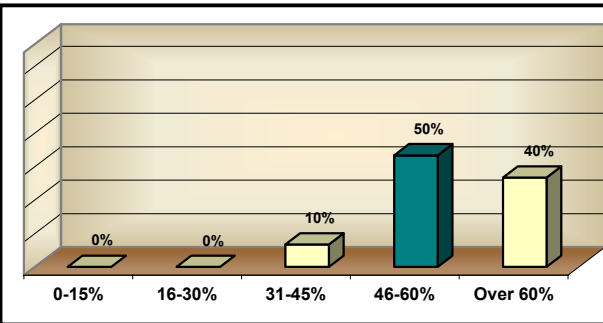
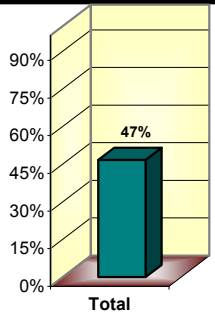
How satisfied are you with the effectiveness with which we process your orders?



I never experience problems when I place an order by telephone.

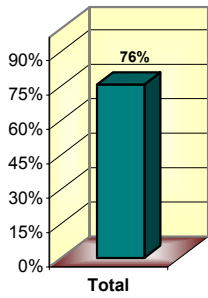


Ordering from your company is an easy process.

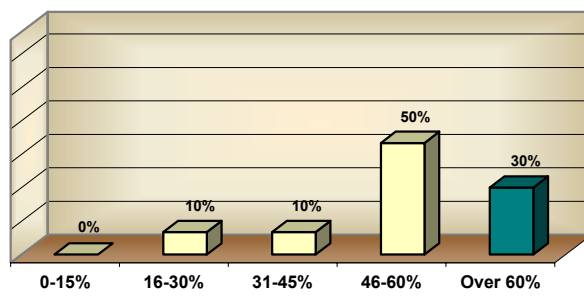


Your company is flexible and accommodating when we need to make changes to an order.

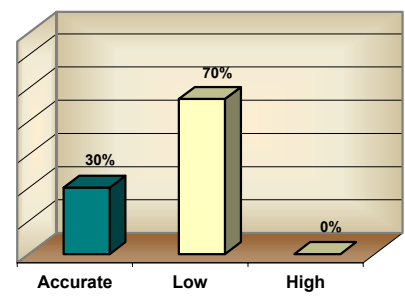
Actual Customer Score



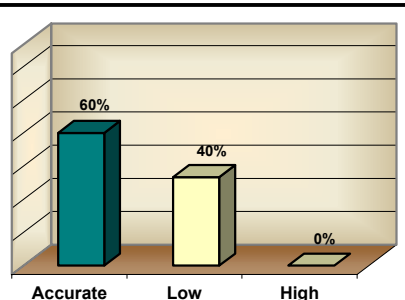
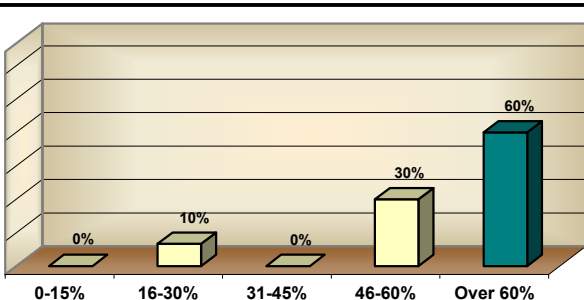
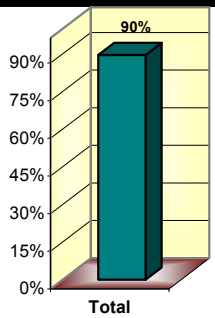
Manager's Predictions



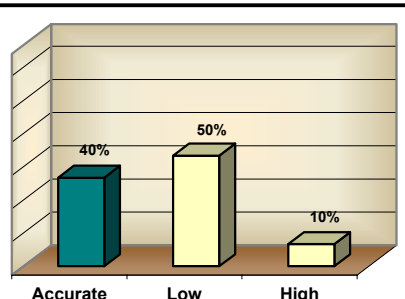
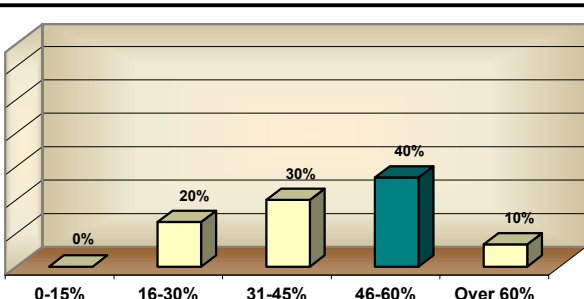
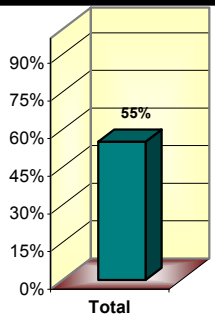
Manager's Accuracy



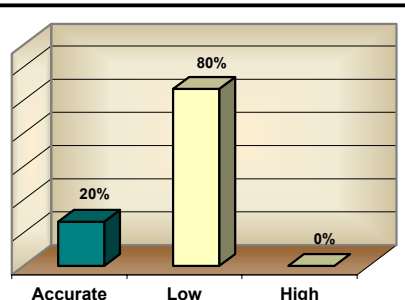
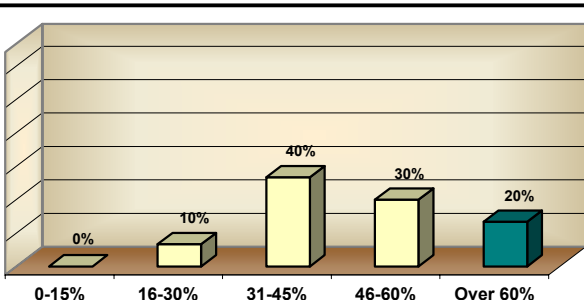
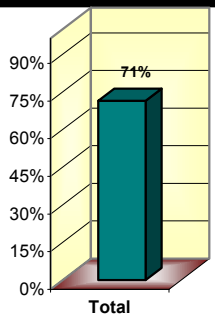
How satisfied are you with the customer service we provide?



The customer service personnel are pleasant and knowledgeable.



Whenever a problem arises, I know who to contact.

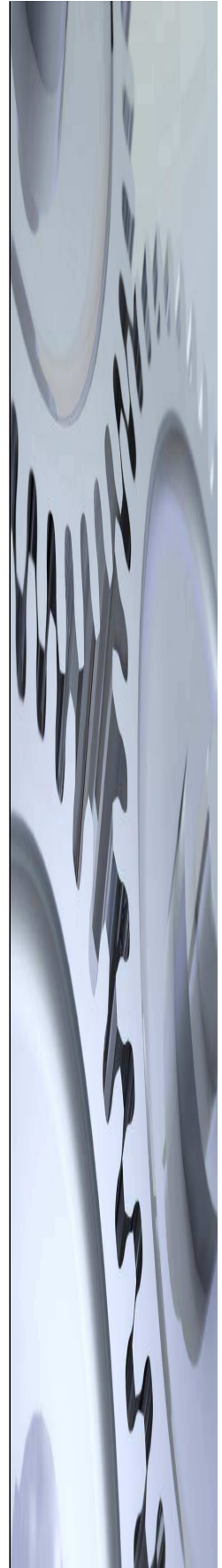


If someone cannot initially answer my question, they find the answer and get back to me promptly.

SECTION 8

ProfitMax Strategic Profile

This section presents the results of an analysis of the enclosed survey results using a technology known as “Neural Network Analysis”. The report found in this section identifies and quantifies those categories which, if improved, will produce the greatest positive impact on overall customer satisfaction.



ProfitMaxsm Strategic Profile

A BREAKTHROUGH FOR ANALYZING SURVEY RESULTS

ProfitMaxsm is built on a relatively new, surprisingly accurate technology called Neural Network Analysis, which helps you identify, prioritize and quantify the relative impact that operating changes will produce on overall customer satisfaction. This analysis offers you the ability to efficiently set priorities and allocate resources in a way that will most effectively increase the overall satisfaction level of your customers.

Contrary to popular belief and tradition, concentrating resources and efforts on those specific elements of the survey that reveal a low satisfaction rating is not necessarily the most effective way to improve the customer's overall satisfaction. The body of this survey concisely conveys data on "what" your customers think, but the real underlying issue in efforts to improve customer satisfaction and sales is to understand "why" they think the way they do. By identifying not just customer responses, but the underlying reasons for those responses, we can help you determine which categories in the survey responses will, if corrected, most drive an improvement in overall customer satisfaction.

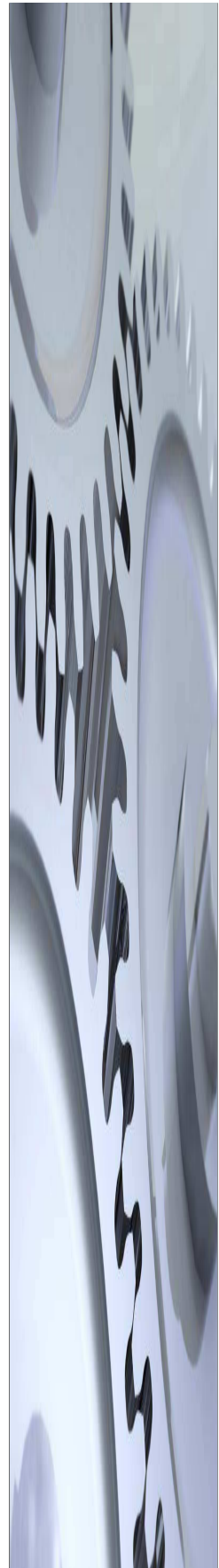
Neural Networks, which are part of the Artificial Intelligence technologies, essentially operate as a simplified computerized model of the neural architecture of the human brain. Just as the human brain "learns" from repeated exposure to neural stimuli (or recognition of patterns - factual and behavioral), the Neural Network is also a pattern recognition program. Existing applications of the technology include models which have learned to speak, to predict the outcome of NFL Football games and horse races, to predict future trends in stock and commodity prices, and to distinguish submarines from whales by listening to sonar traces.

In our application, the computer software that drives the network was "trained" by feeding it portions of the results of this survey. The answers to calibrating questions were then withheld, and based on what it knew, the network was asked to "guess" what the missing answers were. Errors inevitably resulted, providing a feedback to the network which was used to modify the internal elements of the computer model. The process was repeated thousands of times until the error became smaller and smaller. The computer, in essence, began to "learn" in a way that simulates the human decision making process.

Using a proprietary technique that we developed, we employ this technology in such a way that we are able to analyze survey data and identify, prioritize and quantify the real factors of importance - those things that actually drive customer satisfaction. The results of that analysis are presented in three primary summary charts:

CHART 1 - Existing Satisfaction With Key Survey Attributes
CHART 2 - Impact Level of Each Key Attribute
CHART 3 - The Payoff Profile

Collectively, these three charts illustrate the relative impact that improving various operating elements (i.e; categories used in the survey) will have on Overall Customer Satisfaction. This cutting edge technology not only shows you how "important" various survey factors are to your customers, but because it does so without ever asking them to rate or rank the survey attributes, contextual biases and inaccuracies are removed. The result is a fundamental but otherwise unavailable level of understanding of the customer's thinking and priorities.



INTRODUCTION

The most important measures produced by the *InfoQuest*[®] survey process are the individual and aggregate responses to a single question:

"On an overall basis, how satisfied are you with our company?"

Available responses to that question are:

- Totally Satisfied
- Somewhat Satisfied
- Somewhat Dissatisfied
- Totally Dissatisfied

Totally Satisfied customers generally represent locked-in business. Such customers tend to be fiercely loyal and will generally stay with you through thick and thin. However, any other response represents a customer who is at risk. Thus the entire balance of the survey process and report is designed to identify the reasons for any responses of less than Totally Satisfied, and to give you actionable tools with which to address the attendant dissatisfaction.

With that basic knowledge in hand, improvements in customer opinions and attitudes are best centered on developing strategies that optimally address the following:

- 1. Turn Somewhat Satisfied customers into Totally Satisfied customers.**
- 2. Turn Dissatisfied customers into Somewhat Satisfied customers.**
- 3. Avoid actions that will negatively impact customers who are already Totally Satisfied.**

*ProfitMax*sm is designed and intended to assist you in identifying and prioritizing strategic actions that will most efficiently and effectively achieve those objectives.

TERMS USED IN THIS ANALYSIS

Two terms will be used repeatedly throughout this report. They are:

1. Customer "Segments":

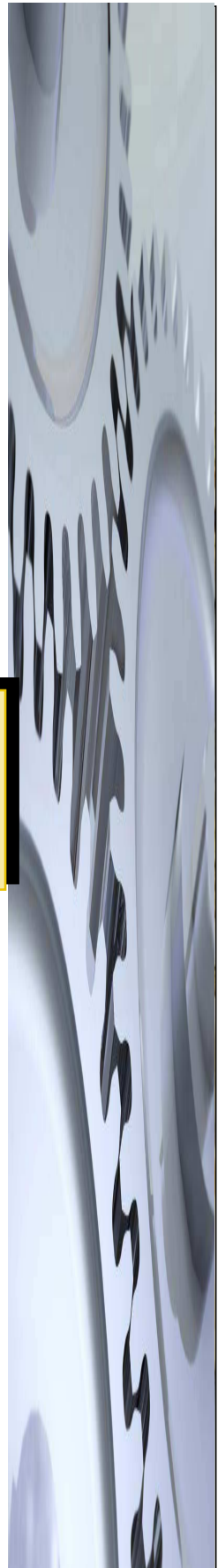
Refers to the three groups of respondents who have been segmented according to their expressed level of Overall Customer Satisfaction. Those three segments, discussed above, are *Totally Satisfied Overall*, *Somewhat Satisfied Overall*, and *Dissatisfied Overall*.

[NOTE - The Totally Dissatisfied and Somewhat Dissatisfied segments have been combined. For the most part, any strategies devised to improve the satisfaction for these two segments will be similar.]

2. Key Attributes:

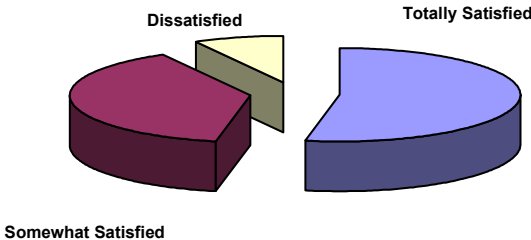
Refers to the categories, (e.g., Delivery, Sales Performance, Customer Service, etc.) that were used in this survey *and* were determined by correlation to be the key drivers of customer satisfaction.

The chart on the top of next page is a graphic representation of the three major Customer Satisfaction Segments. On the bottom of the page is a chart showing the Key Attributes. On page 4 is a discussion of the correlation analysis which determined the Key Attributes.



KEY CUSTOMER SEGMENTS

Universal Lift Equipment, Ltd.



53% Totally Satisfied
39% Somewhat Satisfied
8% Dissatisfied

KEY ATTRIBUTES

That Affect Overall Customer Satisfaction

- Sales Performance
- Customer Impressions
- Delivery
- Communication
- Ordering
- Pricing

See discussion of Correlated Attributes on next page

CORRELATION OF THE “KEY ATTRIBUTES”

*ProfitMax*sm identifies the customer satisfaction “links” between various operating elements and Overall Customer Satisfaction. One of the considerations taken into account when identifying those links is that there are often underlying relationships between the categories themselves. For example:

Assume that the following categories have been included in a survey:

Delivery
Shipping
Product Packaging

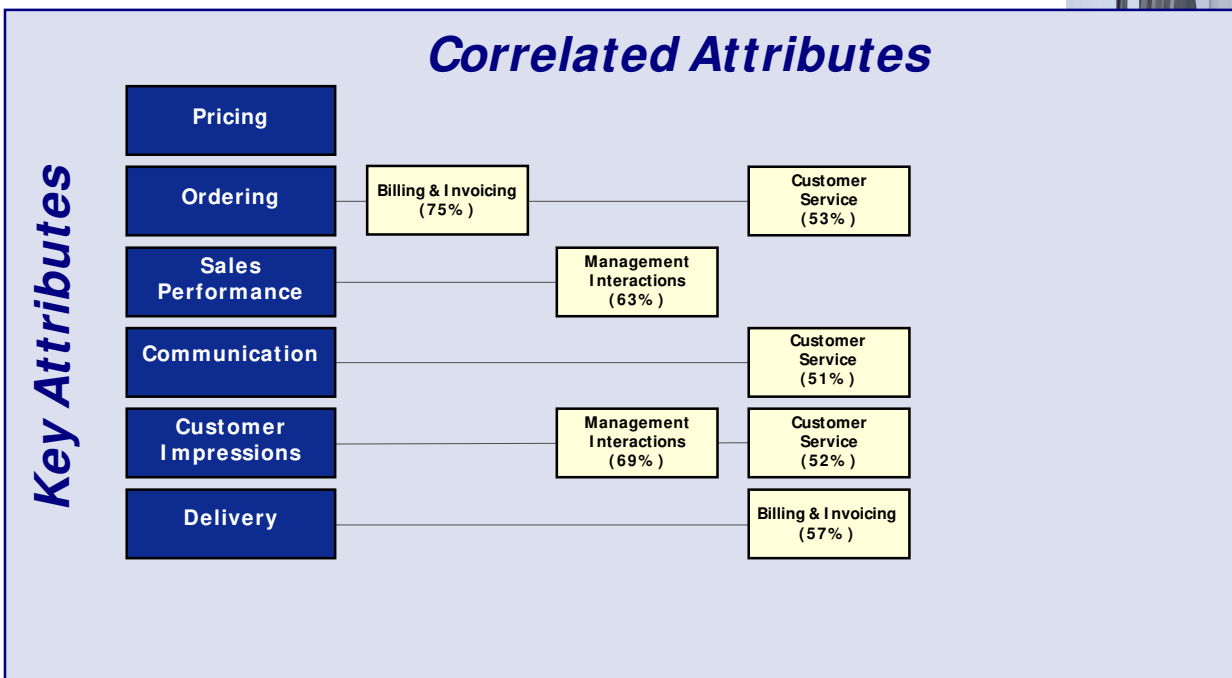
Because all three are closely related subjects, it is not uncommon for one (say, Delivery) to emerge as a key driver of Overall Customer Satisfaction, while others (Shipping and Product Packaging) emerge as key drivers of satisfaction with Delivery itself. In other words, Delivery is viewed as most important by customers, but satisfaction with Delivery requires satisfaction with Shipping and Product Packaging.

Because the latter two categories “correlate” to the former, the result is the establishment of two tiers of drivers:

1. Key Attributes, which directly influence Overall Customer Satisfaction, and
2. Correlated Attributes, which influence the Key Attributes.

Note that it is not uncommon for Correlated Attributes to affect more than one Key Attribute.

The Chart below shows the Key Attributes and Correlated Attributes identified for this survey:



Each yellow box above represents survey categories which correlate to the Key Attributes. The percentage shown below each category is the degree of correlation. Generally, any number below 50% is deemed to be insignificant and has not been shown. For those exceeding 50%, the higher the number, the greater the degree of correlation, or impact.

CHART 1 - SATISFACTION WITH KEY ATTRIBUTES

The graphs on the next page show, by Customer Segment, the satisfaction level for each Key Attribute. The size of each Customer Segment is represented by the pie chart below each graph.

The purpose of this chart is to give you a more strategic view of the survey data, allowing you to see, by Customer Segment, how, and to what degree, the satisfaction level with Key Attributes decreases as Overall Satisfaction decreases. Presentation of the data in this manner is intended to draw your attention to three things:

- 1.** The strategies eventually developed in response to the survey will need to be focused on Attributes that suffer from a low level of customer satisfaction. In that regard, an Attribute showing (for example) that 10% of customers are Totally Satisfied, indicates significant room for improvement. Conversely, an Attribute with a satisfaction level of 90% leaves little room in which to create a positive impact. Thus Chart 1 begins to point you in the direction of those operating elements that will need to become priorities.

While this chart does not address the underlying concern of “impact” or “importance”, it does have some use in terms of identifying possible priority areas. Specifically,

- 2.** Key Attributes which show *little to no decrease* from one Customer Segment to the next suggests that increased satisfaction with that Key Attribute will probably not have a significant effect on Overall Customer Satisfaction.
- 3.** Key Attributes showing a *radical or disproportionate decrease* from one Customer Segment to the next is a strong indication that it will significantly affect Overall Customer Satisfaction.

PLEASE NOTE - The data presented in Chart 1 is for informational purposes only. In Chart 2, the results of the Neural Network Analysis are presented, which may dispel some or all of the conclusions suggested by the data here. In Chart 3, you will find the culmination of the ProfitMaxsm analysis, which is where we will combine those Attributes which show both a low level of satisfaction and a high level of impact in order to create the Payoff Profile.

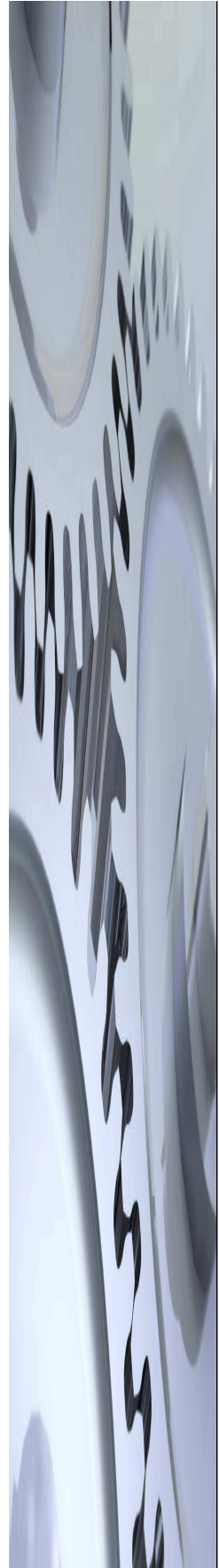
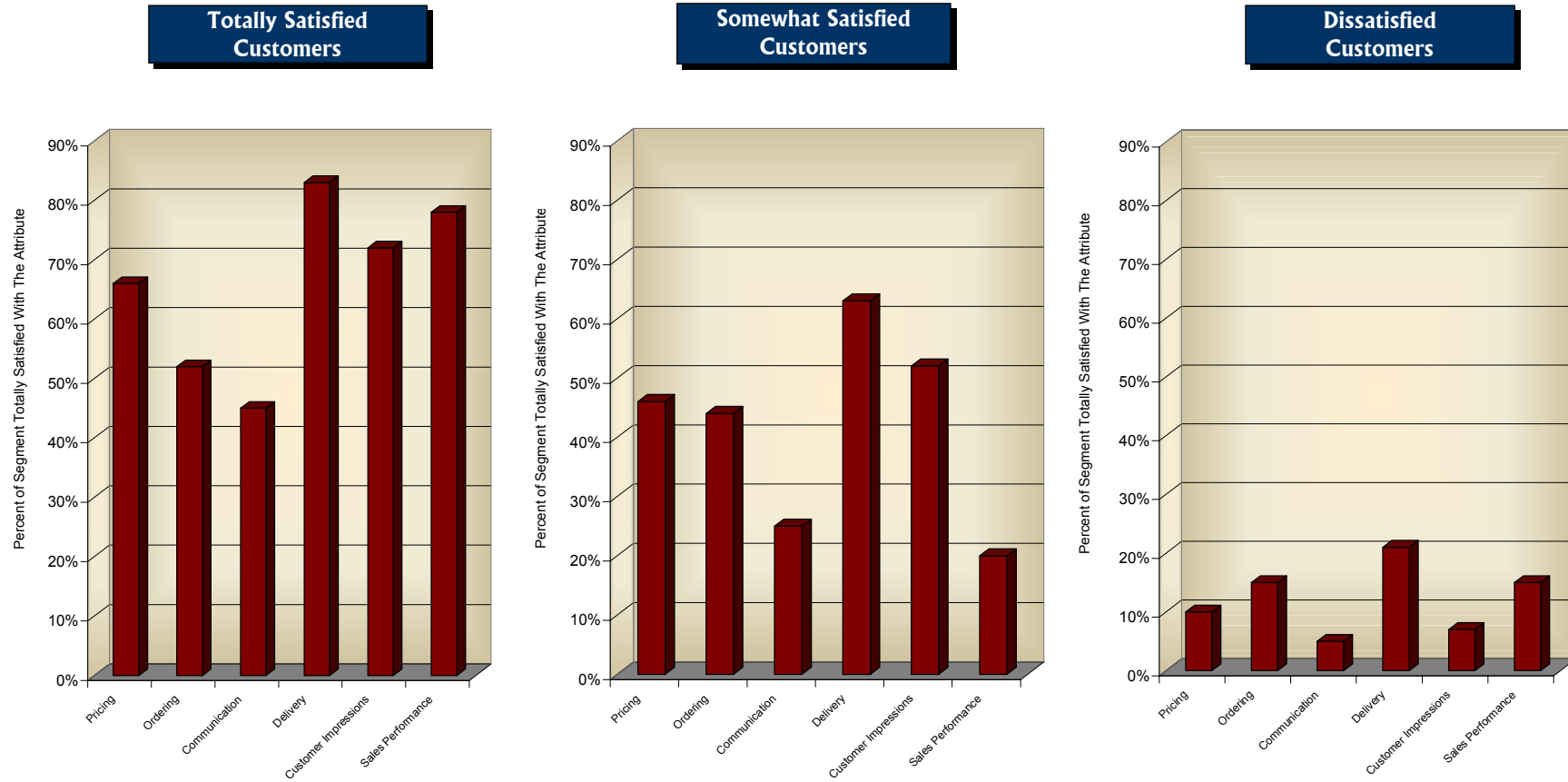


CHART 1

Satisfaction by Key Attribute

Customers Segmented By Overall Satisfaction Level



Size of Segments

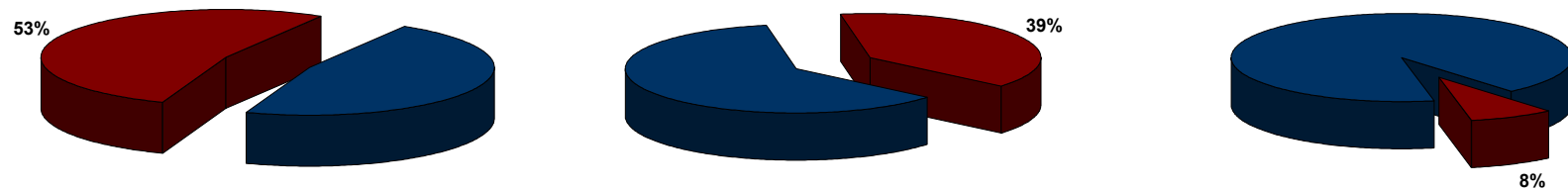


CHART 2 - IMPACT ON OVERALL SATISFACTION

While Chart 1 illustrates, by Customer Segment, the satisfaction level for each Key Attribute, Chart 2 takes the analysis to the next step by addressing the question:

“If I improve the satisfaction level of any attribute, what impact will that improvement have on Overall Customer Satisfaction?”

The Neural Network Analysis that drives *ProfitMaxsm*, answers that question on the next page.

How to Interpret the Data

With the data still presented by Customer Segment, the horizontal bar in each graph indicates the magnitude of the Impact for each specific Attribute. The percentage indicated by the bar is the degree to which changes in the satisfaction level with that Attribute will be reflected in Overall Customer Satisfaction. By directly comparing the numbers you can easily see which of the Attributes carries the greatest Impact on Overall Satisfaction.

However, for most people, the question becomes, “*Once I know the Impact, what exactly does that tell me?*” Let’s try to explain using the following example.

Assume that you establish a goal of achieving a 10% increase in the number of customers who are Totally Satisfied with a specific Key Attribute. Further assume that the “Impact” of that Key Attribute is 30%.

What Chart 2 tells you is that 30% of the improvement in the Key Attribute will flow right to the top line - Overall Customer Satisfaction. To calculate the precise number, take the Impact of the Attribute in question (30%), then multiply it by the desired increase in satisfaction for the attribute (10%), and the result is, achieving the desired increase will produce a 3% increase in Overall Customer Satisfaction.

Stated mathematically, $30\% \times 10\% = 3\%$.

How to Interpret the Results

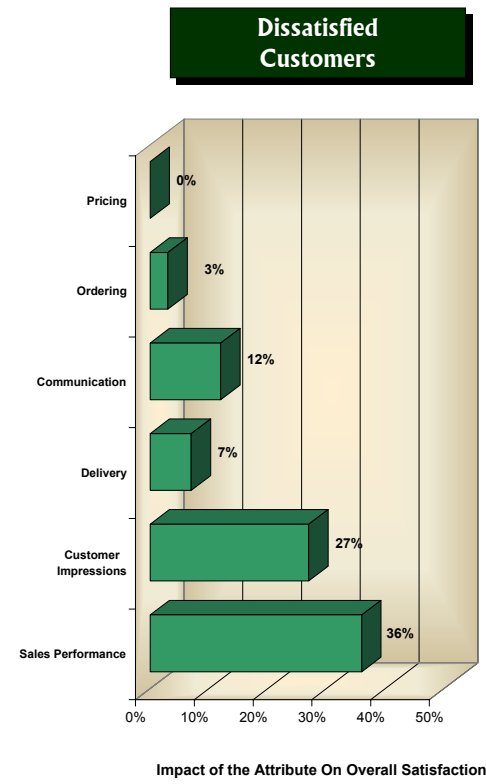
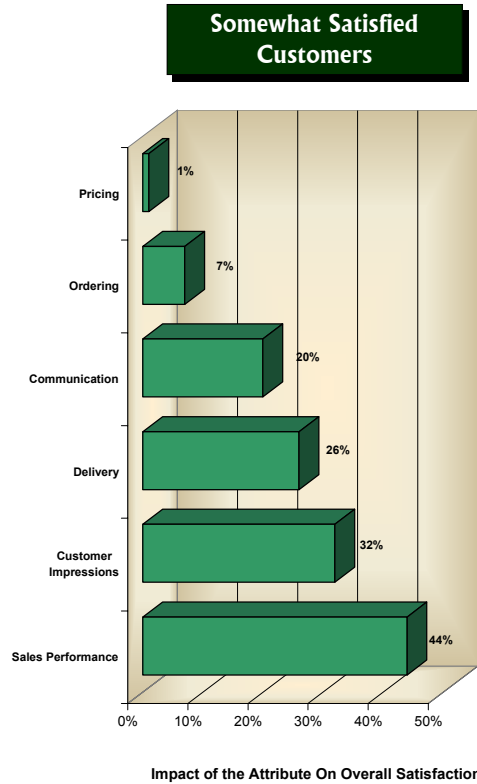
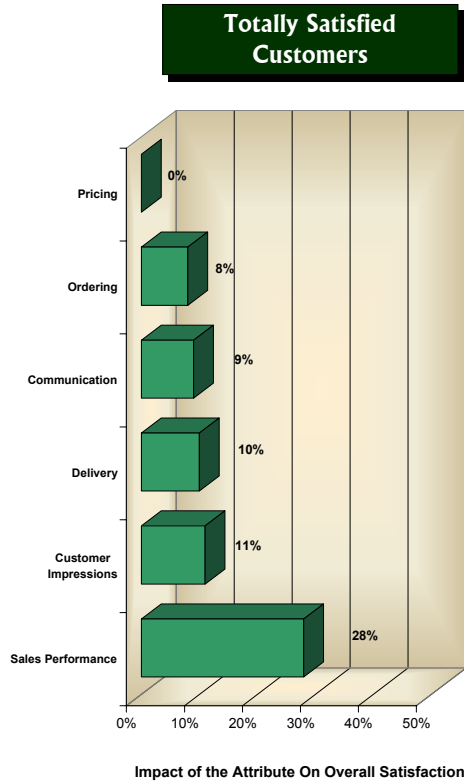
As a general rule of thumb:

1. The higher the level of Impact, the more you want to pay attention to that Attribute. In that regard, an Impact over 20% will generally yield a return on invested time and effort; an Impact over 30% will yield a significant return; and anything over 40% is very sensitive and should be viewed as offering potential for a significant payback.
2. An Impact under 10% is relatively insensitive and will generally produce little return. Consequently, even if an Attribute has a very low level of satisfaction, if the Impact is also very low, there is little to be gained by making improvements in that area. The satisfaction level with the Attribute might go up, but Overall Customer

CHART 2

Impact on Overall Satisfaction by the Various Attributes

Customers Segmented By Overall Satisfaction Level



Size of Segments

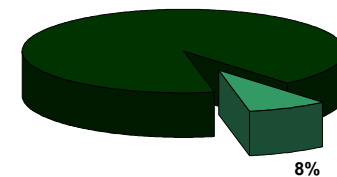
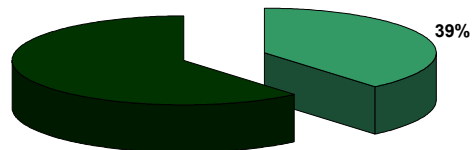
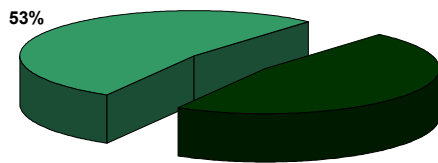


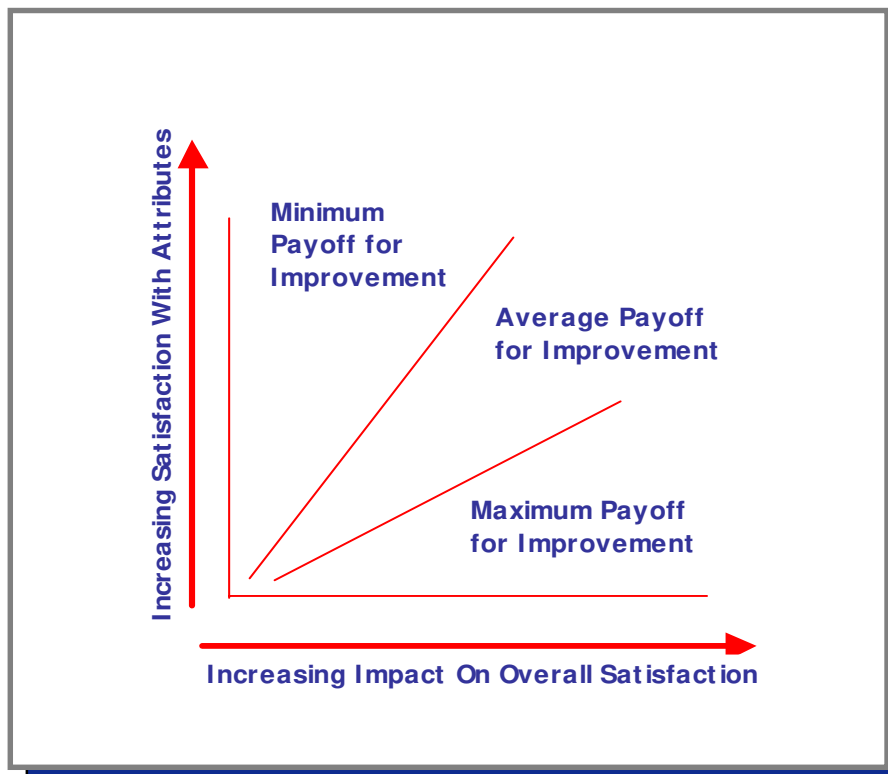
CHART 3 - THE PAYOFF PROFILE

Chart 1 identified the percentage of respondents Totally Satisfied with each Key Attribute. Chart 2 illustrated the Impact that these Key Attributes have on Overall Customer Satisfaction. While both provide insights into the strategic value of improving customer satisfaction in the various operating areas, the final step - the Payoff Profile - provides you with specific answers.

The purpose of the Payoff Profile is to take the information in Charts 1 and 2 and organize the data in a way that clearly illustrates which of the Key Attributes to invest your time and resources into improving. Among the guidance illustrated in the Payoff Profile is:

- If a Key Attribute has a high Impact on Overall Customer Satisfaction, but the satisfaction level with that Key Attribute is already high, it will probably be very difficult to change it significantly. The probability of a “payoff” for improvement is minimal.
- If a Key Attribute has a low Impact on Overall Customer Satisfaction, then even if its satisfaction level is low, it is rarely an effective strategy to concentrate on improving it. Once again, the “payoff” for improvement simply does not exist.
- However, if the satisfaction with that Key Attribute is low, and the Impact of that Key Attribute on Overall Customer Satisfaction is high, the opportunity for a much higher payoff exists.

To illustrate where each Attribute falls in the overall mix, we utilize the following diagram.

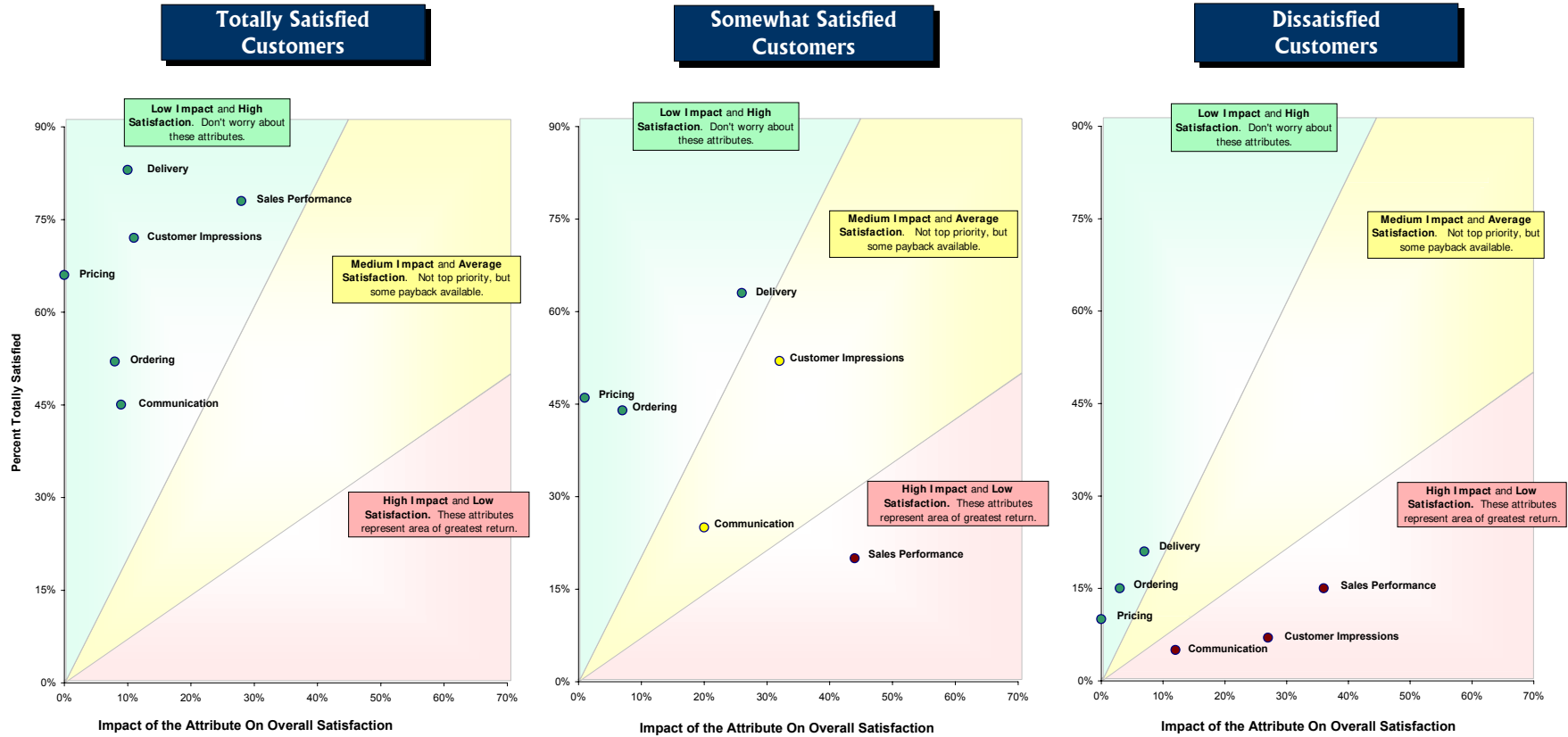


When reviewing the Payoff Profile, it is important to consider all three of the Customer Segments as a whole. Normally, there will be similarities in available strategies for improving each of the Customer Segments. However, there may also be a range of effective strategies. Thus, it is the amalgamation of the composite picture of your entire customer base that will determine the best way to proceed. The Payoff Profile is intended to help you visualize the parameters that will influence your selection of the optimum strategies.

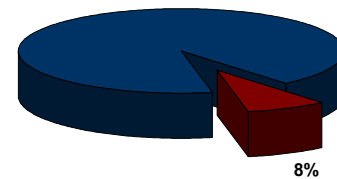
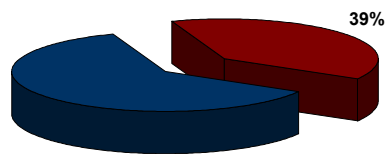
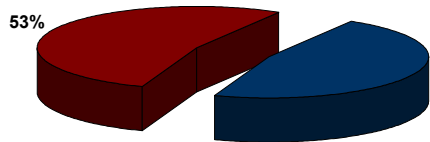
CHART 3

Payoff Profile

Customers Segmented By Overall Satisfaction Level



Size of Segments



Additional Notes on *ProfitMax*sm

- 1) Utilizing *ProfitMax*sm requires no less than 100 sets of completed survey responses. Anything less undermines the statistical accuracy of the Neural Network analysis.
- 2) Categories sometimes overlap and cannot be accurately analyzed. For example, the categories of Billing and Invoicing and Credits and Returns are so similar that the Neural Network may not be able to distinguish the difference between them. Also, if a client selects multiple Sales, Product Quality or Customer Service categories, the result can be the same. In such cases, one of the overlapping categories will normally be dropped, usually whichever one has the highest level of satisfaction.

A FINAL THOUGHT ON THE IMPORTANCE OF TOTALLY SATISFIED CUSTOMERS

While it is obvious that eliminating customer dissatisfaction is vital to the long term financial health and performance of any business, the point that must be made is that gaining a high percentage of Totally Satisfied customers, in and of itself, is not enough. Even a small group of Totally Dissatisfied customers can undo almost everything you accomplish by converting other customers to the ranks of the Totally Satisfied.

The *ProfitMax*sm section of your *InfoQuest*[®] report gives you vital information with respect to those factors which, if improved, will have the greatest impact on improving Overall Customer Satisfaction. It will greatly assist you in determining and establishing overall strategic priorities designed to improve the satisfaction level and loyalty of your customers.

However, don't rely on just this section to guide you in improving customer relations. While *ProfitMax*sm gives you an aggregate view of your overall customer base, to be most effective, dissatisfied customers must be dealt with individually and directly. Use the Individual Customer Response Sheets and Written Customer Comments to understand each key customer's individual needs. Meet with and talk to those customers, discussing both the results of the survey and your plans for addressing those results. Additional issues will be identified during those discussions; deal with them when they are.

InfoQuest[®] gives you three specific sets of tools - overall performance benchmarks, direct insight into the needs and opinions of individual customers, and analytical tools that show you how to direct your efforts and monitor your progress. Use all three elements to their full capabilities - develop and implement effective operating strategies, use the relationship building aspects of the program, and closely monitor your level of improved performance over time, and surprises and missed opportunities will be eliminated.

SECTION 9

Putting the Results to Use

Some practical guidelines with respect to developing and launching a post survey action plan.



Phase 1 - Understand the Numbers

You've completed the survey. The results have been delivered and reviewed. Now what happens?

Let's start by revisiting the truism we've pointed out before.

A Totally Satisfied customer is from 3 to 10 times more likely to buy from you again than a customer who is only Somewhat Satisfied.

Translated into action, a Totally Satisfied customer will, on average:

- *Buy from you more often.*
- *Buy larger quantities.*
- *Be more likely to refer you to a business associate.*
- *Be more loyal to you in the face of corporate personnel and policy changes.*

To give it another perspective, view your customer's satisfaction level in terms of your competitor's efforts to take your hard-earned business away from you.

- By definition, a "Totally Satisfied" customer has no unmet needs or unresolved issues with your company. In their mind, you are doing everything you can to meet their desires, and you are succeeding. Such customers typically have no reason, no incentive to seek out one of your competitors. More importantly, should one of your competitors make an overture to such a customer, they are unlikely to get an audience.
- Conversely, a "Somewhat Satisfied" customer is indicating that one or more of their needs is not being met. In their mind, their relationship with your company is less than perfect. Depending on the severity of the needs and/or issues they feel exist, such customers are much more approachable by a competitor. They collectively represent the proverbial foot in the door for your competition.
- A "Somewhat Dissatisfied" customer is a worse case. Their unmet needs are more severe, to the point that they are typically much more motivated to actually go out and seek a solution, an alternative, from your competitors.
- In most cases, a "Totally Dissatisfied" customer simply hates you. They are actively seeking ways to get rid of you. The only reason they are still doing business with you is because they have not yet found a suitable replacement.

Let's simplify it even more.

Business customers who are "Totally Satisfied" tend to be fiercely loyal, normally staying with you through thick and thin. While there will always be exceptions, they are, for the most part, "locked in" business. Everyone else is, to one degree or another, approachable by your competitors, and hence at risk of loss. Everyone.

Thus your objective, very simply, is to look for, to adopt and to pursue strategies that can be expected to address the needs and desires of any and all customers who are less than Totally Satisfied.



Phase 2 - Identify Priorities

First, we recommend beginning with a multi-faceted analysis of the data provided in this report. That analysis should include the following:

A. Review the Payoff Profile in ProfitMax (Section 8 of this report). Those performance attributes which show high levels of impact and low levels of satisfaction are your logical starting points.

For *InfoQuest*[®] ELP and Profit Builder clients, who will not have ProfitMax guidance available, consider instead those areas with the lowest scores (discounting categories, if any, which show a notable decline in the number of respondents).

In both cases, the objective is to identify and focus on those performance areas which, if improved, will generate the biggest impact, either on Overall Satisfaction, or on the greatest number of people.

B. Carefully read all written comments. Not only do the contents of the Supplemental Information Forms add detail and clarity to the overall survey results, but they will often uncover additional subjects above and beyond those things covered by the survey. In other words, written comments will often expand the survey by highlighting what you failed to ask in the survey.

C. Look at all responses on an account basis, searching for either mixed or multiple expressions of dissatisfaction from members of the same account. Also be on the lookout for significant expressions of both overall and categorical dissatisfaction from any significant customer. Both cases offer examples of survey results that might require immediate action, even if the overall satisfaction level failed to indicate as much.

D. Be on the lookout for customers who indicated that, overall, they are "Somewhat Satisfied" with your company. These are the customers who we tend to view as "fence-sitters"; customers for whom a push one way will tip them into the ranks of the Totally Satisfied, and for whom a new or worsening problem in the other direction will move them into the ranks of the Dissatisfieds. Not only do these customers represent the greatest and most immediate potential gain, if they fall off of the fence in the wrong direction, they also represent the greatest and most immediate potential loss. Individual Customer Response forms will help you quickly ascertain who falls into this group.

Second, consider which issues are relationship based in nature, and which are more operationally oriented. Because the former will generally entail actions that must be conducted in the field, while the latter are typically more internal in nature, assigning responsibility for remedial actions requires knowing which category they fall in to. For example:

- If a high percentage of customers have told you that a consistent problem is delivery of shipments which fail to match invoices, you have a single action available that, if corrected, can be expected to positively impact many customers. Since such an issue is clearly internal, or systemic in nature, in-house responsibility for remedial review and actions can be quickly assigned.
- If the same high percentage of your customers claim they do not see their account representative often enough, you have an issue which, on the surface, would appear to be customer oriented in nature. By the same token, there could be an additional systemic factor at play (too many accounts assigned to each representative, for example), which means that at least part of the problem may be internal in nature.

Look at all issues from as many perspectives as possible. Never assume that what appears to be evident on the surface is in fact the real root of the problem.



Phase 3 - Set Action Items

While *InfoQuest* has been described as the most effective, efficient and actionable survey process in the world, the fact of the matter is, high response rates, candid data, attributable results and great analytical tools, by themselves, will not accomplish anything. For any survey to generate a return on investment, **the results must be put to productive use**. Up to this point, general areas of priority have been identified. To help take the effort to the next level, we developed the *InfoQuest* Brainstorming Workshop.

The Workshop provides you with a systematic, internalized approach to the development of a detailed and prioritized action plan. What clients find attractive is that the Workshop is not a forum to give you our opinions on what we think you should do. Rather, by acting as facilitators, we help your management team come up with the entire plan. In other words, the people who will be responsible for its implementation take charge of its design. This creates a bottom-up approach to the response plan, even though the survey itself is typically a top-down initiative.

The workshop normally runs 5-6 hours, or more, which we suggest be wrapped around a working lunch. Though the size of the company will dictate how many people should participate, best results are achieved by having at least nine people in attendance, though twelve to fifteen are even better. Collectively, the assembled group should represent all operating areas of the business that impact and/or directly and routinely interact with your customers.

STEP 1

The first portion of the Workshop entails a detailed review and explanation of the survey results. Your *InfoQuest* moderator reviews each of the report sections and provides guidance on how to read them, what they mean, and where the priorities lie. This normally takes up to two hours. Further exploration, including a Q&A session, is provided during a working lunch.

STEP 2

After lunch, the management team is split into three groups, each of which is assigned the task of brainstorming 20 ideas, or "action items" that, if successfully implemented, can be expected to improve customer satisfaction. The objective in identifying action items is not to rebuild the company, but to search for ideas that, based on the survey results, can be expected to generate quick and cost-effective results. Some actions will be systemic in nature, others will be aimed at individual customer desires, but all will address needs identified in the survey. Your *InfoQuest* moderator provides guidelines for this phase, and monitors each team to make sure they are staying on track. Each team is given an easel and writing paper on which to log their ideas. For companies who do not opt to have *InfoQuest* personnel facilitate the process, we will provide guidance and tools to assist you in conducting the workshop on your own.



Be sure to provide your team with enough space to work, to break out into teams, and to post their action items.

STEP 3

Once action items have been assembled, the three groups are brought back together. A designated spokesperson for each group then presents and explains the action items they have identified, in adequate detail for everyone else to understand and be able to evaluate the idea. We ask that a notebook computer be available for this phase. As the presentations are made, each action item is entered into an Excel spreadsheet.



STEP 4

The next step is to evaluate and “score” each action item using the *InfoQuest* Brainstorm Scorer. In this phase, the three management groups are given the task of scoring the action items identified by one of the other teams. Each action item is evaluated and scored based on five basic criteria, as follows:

- 1) **Speed of Change** (Time required to implement it. The more time required, the lower the score.)
- 2) **Cost of Change** (Considering the investment that will be required, the lower the cost, the higher the score.)
- 3) **Benefit of Change** (To what degree can additional revenues be generated and/or existing costs lowered, thereby producing a direct return on investment?)
- 4) **Level of Approval Required** (This is customized for every client to reflect the relevant hierarchy, but the presumption is that where autonomy is indicated, the action item will proceed more quickly, less expensively and with a higher degree of “ownership”.)
- 5) **Probability of Succeeding** (All things considered, if adopted, what is the likelihood of the action actually succeeding? For example, an idea may score high on the previous four scales, but if the idea is contrary to the prevailing corporate culture, it may be unlikely to succeed, at least in the short run.)

STEP 5

Once the scores have been tallied for all action items, they are entered into the spreadsheet and sorted. After filtering out either redundant ideas, or ideas determined to be more long term in nature, most companies emerge with at least 50 practical and beneficial action items, ready for implementation.

Many of the ideas will be able to be put in place within days. Others may take weeks, even months to implement, but regardless of the time required, two certainties will emerge.

One, the resulting action plan will have been designed and developed by your own management team, increasing their level of commitment and buy-in.

Two, each action item adopted will be in direct response to the voice of your customers.

Combined with the built-in relationship building elements of the *InfoQuest* process, the result is a program that elevates customer satisfaction from a general corporate objective to a specific and measurable action plan.



BRAINSTORM SCORER					
SPEED Of change	1 year	6 months	3 months	1 month	Today
Score	2	4	6	8	10
COST Of change	\$1m	\$100k	\$10k	\$1k	\$0
Score	2	4	6	8	10
BENEFIT Of change	\$0	\$1k	\$10k	\$100k	\$1m
Score	2	4	6	8	10
LEVEL Of approval req'd	Board	Corporate	Bus. Unit Mgr.	Prod. Line Mgr.	Self
Score	2	4	6	8	10
PROBABILITY Of succeeding	Low		Medium		High
Score	2	4	6	8	10

This needs to be customized for every client.

Sample Action Item Spreadsheet

Group	Suggestion	speed	cost	benefit	level	probability	total
b1	Follow up phone call 7 days after down payment(P.O) to give early warning of late delivery	10	10	10	10	10	50
b6	Technical Support: Normalize the copy of documentation for China and Export machines	10	10	10	10	10	50
b11	CustCare: Answer customer questions within 1 day	10	10	10	10	10	50
c9	Maintain ready parts supply, particularly ZJG parts.	10	10	10	8	10	48
a9	Provide a detailed training outline and schedule to each customer upon signing contract.	8	10	8	10	10	46
c3	Implement 24 hour service hotline.	10	8	10	8	10	46
b2	Sales forecast updated twice weekly; cross regional communication twice weekly for availability info.	10	10	8	8	8	44
b5	CustCare to designate an engineer to be responsible for technical support (document, publication, Q&A) and follow up problem solving.	8	10	8	8	10	44
a3	Sales admin should go to factory shipping departments to discuss correct delivery documentation.	10	7	8	8	7	40
a10	Test the LVF and localized mechanism, in the factory, before delivery from France to China.	4	10	8	8	10	40
b3	Formal document circulated for parts delivery delay.	10	4	10	6	10	40
a6	Find a professional receptionist in Shanghai Office.	10	7	8	5	9	39
b7	Set up warranty organization to communicate with factory on monthly basis.	8	6	8	6	10	38
b9	Conduct training on customer communication skills for MCG staff (sales and CraneCare).	8	6	8	6	10	38
b10	Set up schedule for regular customer communication by phone, mail, visit.	8	6	10	6	8	38
a2	Update the parts manual, especially localized Y Brand manuals.	5	6	8	8	10	37
c1	Follow up by CC, customer satisfaction report	6	6	10	6	8	36
c7	Improve marketing material	4	6	10	6	10	36
a1	Add more professional service engineers to CustCare staff.	6	5	8	6	8	33
a4	Review CustCare funding to recruit more talented people.	5	6	8	6	8	33
c10	Develop dealer product training program	4	6	10	6	6	32
b4	Someone representing Acme should arrive at job site when container arrives to personally inspect shipment quality (for packaging, missing parts and wrong parts).	4	2	10	4	10	30
c4	Strengthen technical training to agents.	4	4	10	6	6	30
a8	Add two commodity managers to sourcing department, cut out current sourcing cost.	6	6	6	4	6	28
a7	Set up a Chinese version company website for easier Chinese customer access.	6	2	8	2	8	26
a5	ZJG factory set up ERP system in time	2	2	10	2	8	24

Phase 4 - Close The Loop

Once priorities have been established and assignments have been made, it's time to close the communication loop by sharing the results of the survey with your customers.

One of the foundations of the entire survey and follow-up process is a promise, once the survey is complete, to “share the relevant results of the survey, along with our plans for addressing issues identified by the survey”. While you thus have a defacto standing invitation to come back and see the affected decision makers, it is critical that you take advantage of that invitation at the earliest possible opportunity. If the problems and issues identified by customer responses are severe enough, any additional passage of time is that much more opportunity for those issues to become elevated to the critical level. In short, douse the fires as quickly as possible.

For customers who indicate serious dissatisfaction, there can be no substitute for an immediate face to face meeting. Assuming a specific action plan has been assembled, the results of the survey and your planned response to it can be openly and candidly discussed at that time.

If face to face customer meetings on a large scale are not possible or practical in the short run, it is best to get in front of the most important customers as quickly as possible, and respond to the rest via letter, newsletter or other means. That will at least alleviate any problems that may arise from not “making good” on your promise. Follow up in person when time and circumstances allow.

When talking to customers, keep all findings and observations in the third person. In other words, survey results should always be presented from a perspective of “our customers have told us....”, rather than “in the survey, you said....” After reviewing the various reports that include the customer you are speaking to, you will be able to easily direct the conversation in such a way as to hit that customer’s “hot buttons”. Once the customer knows that they are not going to be confronted with or challenged by their responses, most will relax and engage in willing conversation with you. In fact the majority of our clients tell us that additional issues beyond those identified by the survey usually arise after the customer realizes that you are there to help them.

Remember, the follow-up process gives you a means of promoting candid communication, providing solutions for pre-identified issues and needs, improving relationships, and strengthening customer satisfaction and loyalty - all at the same time.

Phase 5 - Using Benchmarks

Following the general outline discussed in this section will produce tangible results. However, for those results to achieve permanence, they require continued follow-up over time to assure that bad habits do not resurface once eliminated.

A fundamentally important aspect of the survey process lies in using it to establish a benchmark against which future performance can be measured. On receipt of the survey results you will know where you are today in the eyes of your customers. That knowledge can help you determine where you want to go in the future, as well as help you measure down the road whether you’ve met the objective at hand.



The establishment of long term goals for subsequent surveys can be very useful for instilling and delivering enduring degrees of operational change. While such goals can be tied into incentive programs, used as management directives, or simply used as a blueprint for annual operational planning exercises and reviews, the key factor is **that knowing where you want to go is half the battle of getting there**. Toward that end, our experience has been that the following chart represents historically reasonable goals for improvement in overall customer relations and satisfaction.

ANNUAL CUSTOMER SATISFACTION IMPROVEMENT GOALS (ILLUSTRATIVE)			
<u>INITIAL % OF CUSTOMERS TOTALLY SATISFIED</u>	<u>AVERAGE LEVEL OF IMPROVEMENT</u>	<u>EXCELLENT LEVEL OF IMPROVEMENT</u>	<u>OUTSTANDING LEVEL OF IMPROVEMENT</u>
0-15%	+8%	+11%	+15%
15-30%	+6%	+8%	+11%
30-45%	+4%	+6%	+8%
45-60%	+3%	+4%	+5%
60%+	+1%	+2%	+3%

The figures above are presented for illustrative purposes only. There are many variables attached to the actual results that any given company will achieve, including such things as the nature of the issues raised, how many are company versus customer oriented, the commitment of management to improving customer satisfaction, and the ability of management to achieve improvement in one area without loss of performance in another. There are other variables as well. The point is, each company will be somewhat different, and there are no ironclad formulas we can present as inherently achievable in a single given circumstance.

Phase 6 - Persist

The last step can be summed up in one simple phrase - follow-up.

Analyze the survey results (which we will assist you with), develop a concise and meaningful strategic plan, assign responsibility for carrying it out, and then make sure that whoever gets the assignments does what they are supposed to do.

Follow that simple guideline, and everything else will follow.

