

Royal Yachting Association

ONGOING CUSTOMER
SATISFACTION SURVEY
SHORT RANGE CERTIFICATE

FULL YEAR 2008

Jim Alexander
Richard Morgan



1	INTRODUCTION	5
1.1	SAMPLING – WHO WAS INVOLVED IN THE SURVEY?	5
2	CUSTOMER REQUIREMENTS	7
2.1	IMPORTANCE.....	7
2.2	IMPACT.....	8
2.3	DRIVERS OF SATISFACTION	10
3	CUSTOMER SATISFACTION	13
3.1	REASONS FOR DISSATISFACTION	15
4	SATISFACTION INDEX™	17
4.1	CALCULATING THE <i>SATISFACTION INDEX™</i>	17
5	RELATIVE PERFORMANCE	19
5.1	THE SATISFACTION BENCHMARK LEAGUE TABLE.....	19
6	STUDENT CONFIDENCE AND ADDITIONAL TOPICS	21
6.1	HAVING BEEN THROUGH THE RYA TRAINING AND EXAMINATION PROCESS, HOW CONFIDENT ARE YOU THAT YOU HAVE GAINED THE LEVEL OF COMPETENCE YOU NEED?	21
6.2	HOW SATISFIED OR DISSATISFIED WERE YOU WITH THE SUITABILITY OF THE TRAINING VENUE?	22
6.3	DID YOU USE A MARINE TRAINING RADIO?	23
7	PRIORITIES FOR IMPROVEMENT (PFIS)	25
7.1	SATISFACTION GAPS	25
7.2	SIZE OF GAP	26
7.3	REASONS FOR DISSATISFACTION	27
7.4	SATISFACTION DRIVERS	27
7.5	BUSINESS IMPACT	27
7.6	PRIORITIES FOR IMPROVEMENT	29
	APPENDIX 1- DETAILED RESULTS	31

1 Introduction

This report outlines the overall summary results of an ongoing customer satisfaction survey carried out for RYA by The Leadership Factor in relation to the Short Wave Certificate. This overall summary covers the results recorded during the interviewing period between January 2008 and December 2008. The original 2004 survey was preceded by exploratory research involving depth interviews with a varied selection of RYA's customers. Having identified what matters most to customers, The Leadership Factor in conjunction with RYA designed a questionnaire covering the 13 criteria of most importance to Short Wave Certificate customers.

A total of 600 interviews were conducted during this period of interviewing.

The primary aim of the survey is to provide direct feedback at examiner level, a minimum of two interviews per examiner being conducted throughout the year. However, this report summarises the overall findings.

1.1 Sampling – who was involved in the survey?

The sample of 600 customers provides a very reliable guide to the satisfaction of RYA's customers since the sample:

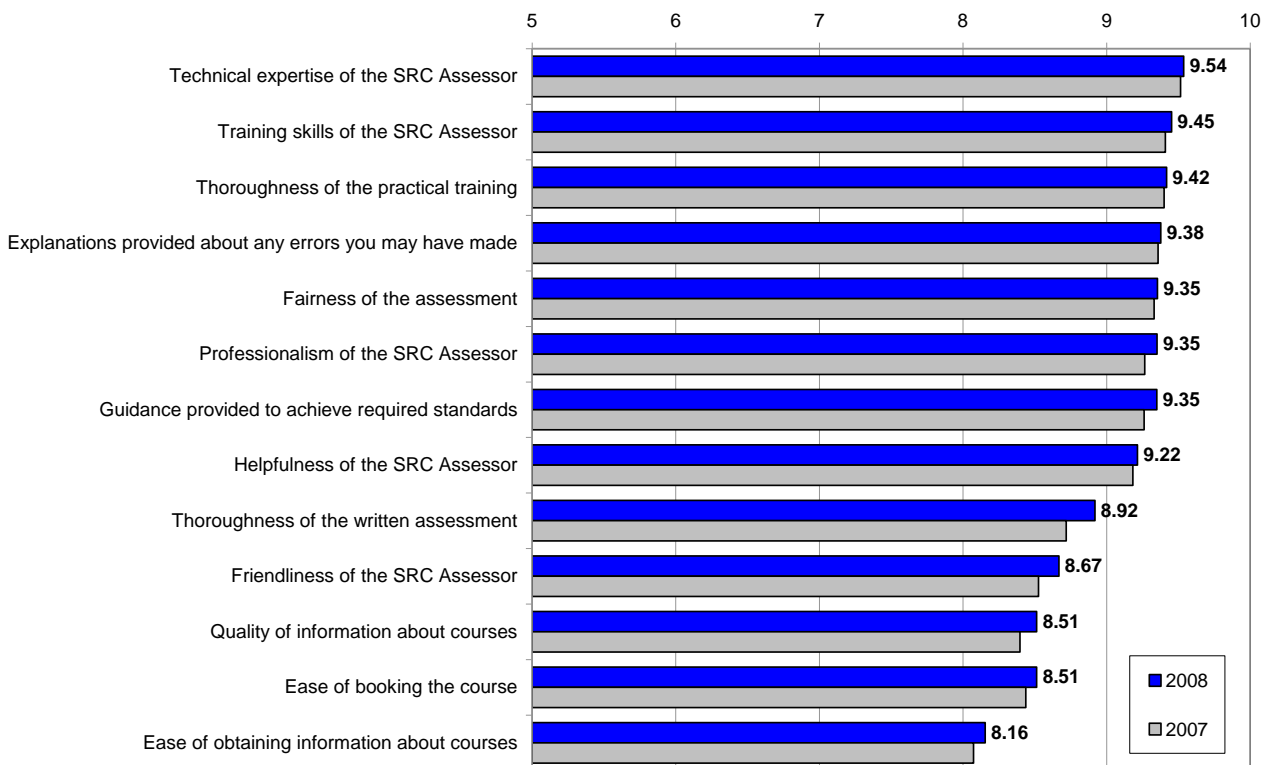
- Was randomly selected by The Leadership Factor
- Is sufficiently large to provide an accurate result. The statistical reliability of the results is shown in Section 4.1.

2 Customer requirements

2.1 Importance

Using the 13 main customer requirements identified by the exploratory research, customers were asked to indicate the importance to them of each one by giving it a score out of ten where ten signifies 'extremely important' and one signifies 'not at all important'. The chart below shows the customer requirements in order of priority, along with the 2007 results.

Stated importance



The average importance ratings have changed very little since 2007. All requirements have marginally increased in importance, however, suggesting that customers have become slightly more demanding over the last 12 months. 'Technical expertise of the SRC Assessor' continues to be the most important requirement to customers with a mean importance score of 9.54 (compared to 9.52 in 2007).

As in both the 2007 and 2006 survey, the second most important requirement is 'training skills of the SRC Assessor' with an average importance rating of 9.45. The third most important requirement to customers is 'thoroughness of the practical training'.

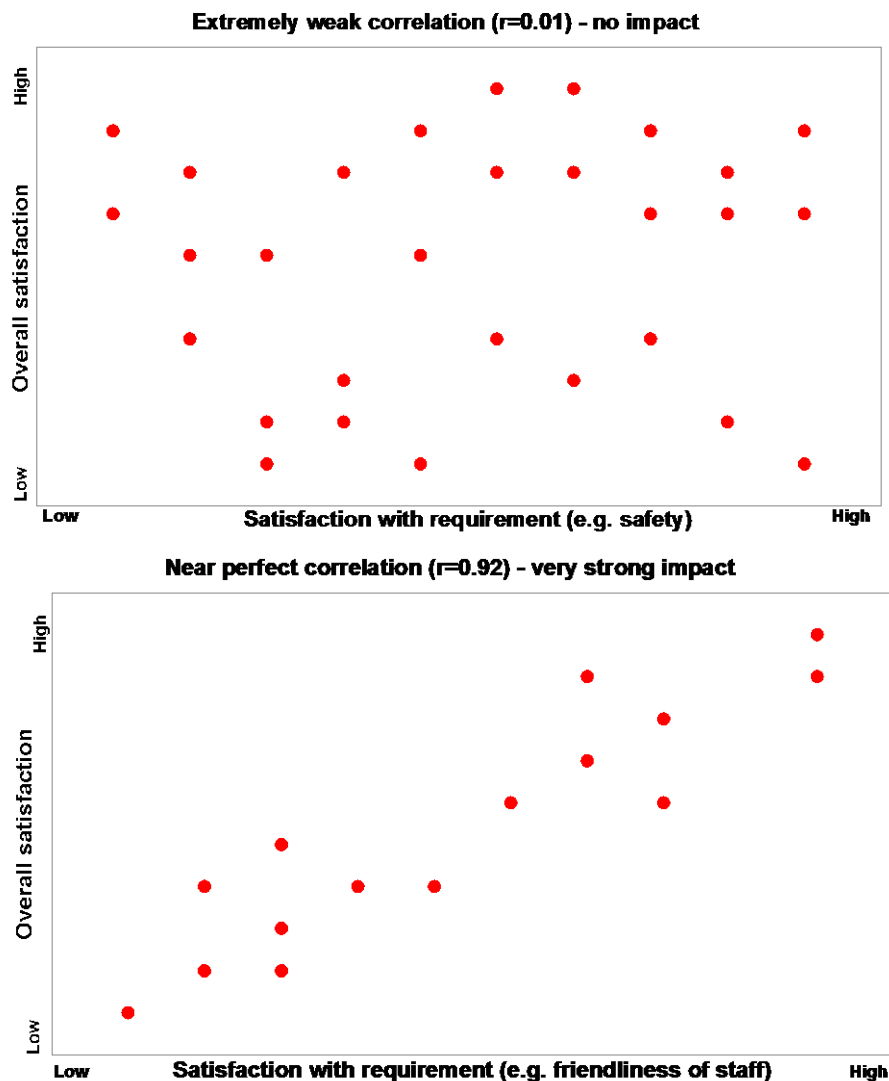
In total, 8 requirements have a mean importance score above 9.00, indicating they are of high priority to customers. All 13 requirements have recorded standard deviations below 2.00 indicating a high consensus of opinion among customers over what matters most.

2.2 Impact

Customers' view of the importance of requirements does not always reveal the true differentiating attributes, since certain requirements may be regarded as 'givens', whereas others may have a greater impact on their satisfaction judgement than they consciously realise. For example, 'safety' is typically very important but is an attribute on which all suppliers would be expected to achieve high standards and unless a failure occurs it will not be a reason for choosing a particular supplier. On the other hand, 'friendliness of staff' might well be what makes the difference between one supplier and another, although it may not initially seem important to customers when asked to judge the relative importance of a list of requirements.

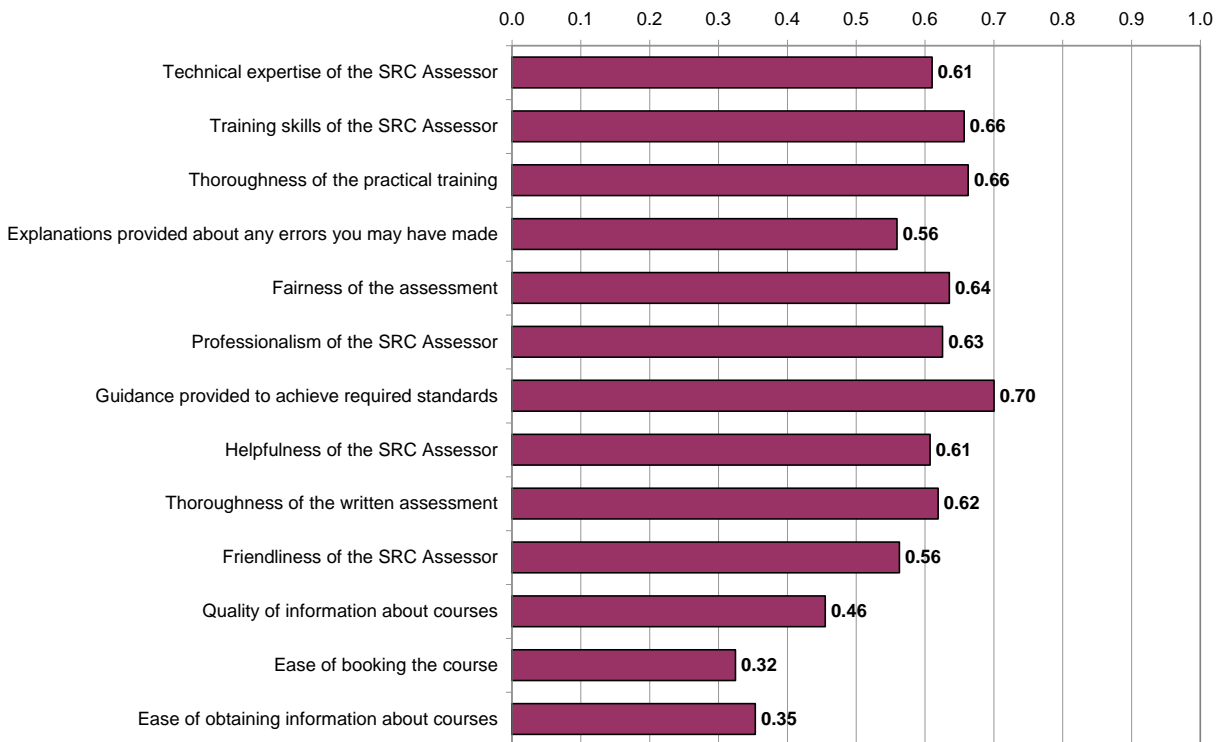
To identify the strongest differentiators in terms of creating satisfaction, we correlate overall satisfaction with satisfaction for each attribute. Such a correlation produces a coefficient in the range -1.00 to $+1.00$, where -1.00 represents a perfect inverse relationship and $+1.00$ a perfect positive relationship. A score of 0.00 indicates that there is no relationship at all between the two variables. From customers' satisfaction data we would expect to see only positive correlations between 0.00 and $+1.00$.

The following two hypothetical charts illustrate how correlation works:



The impact coefficients for RYA are shown in the chart below:

Impact correlations



The requirements with the largest bearing on overall satisfaction, with impact correlations of at least 0.60 are:

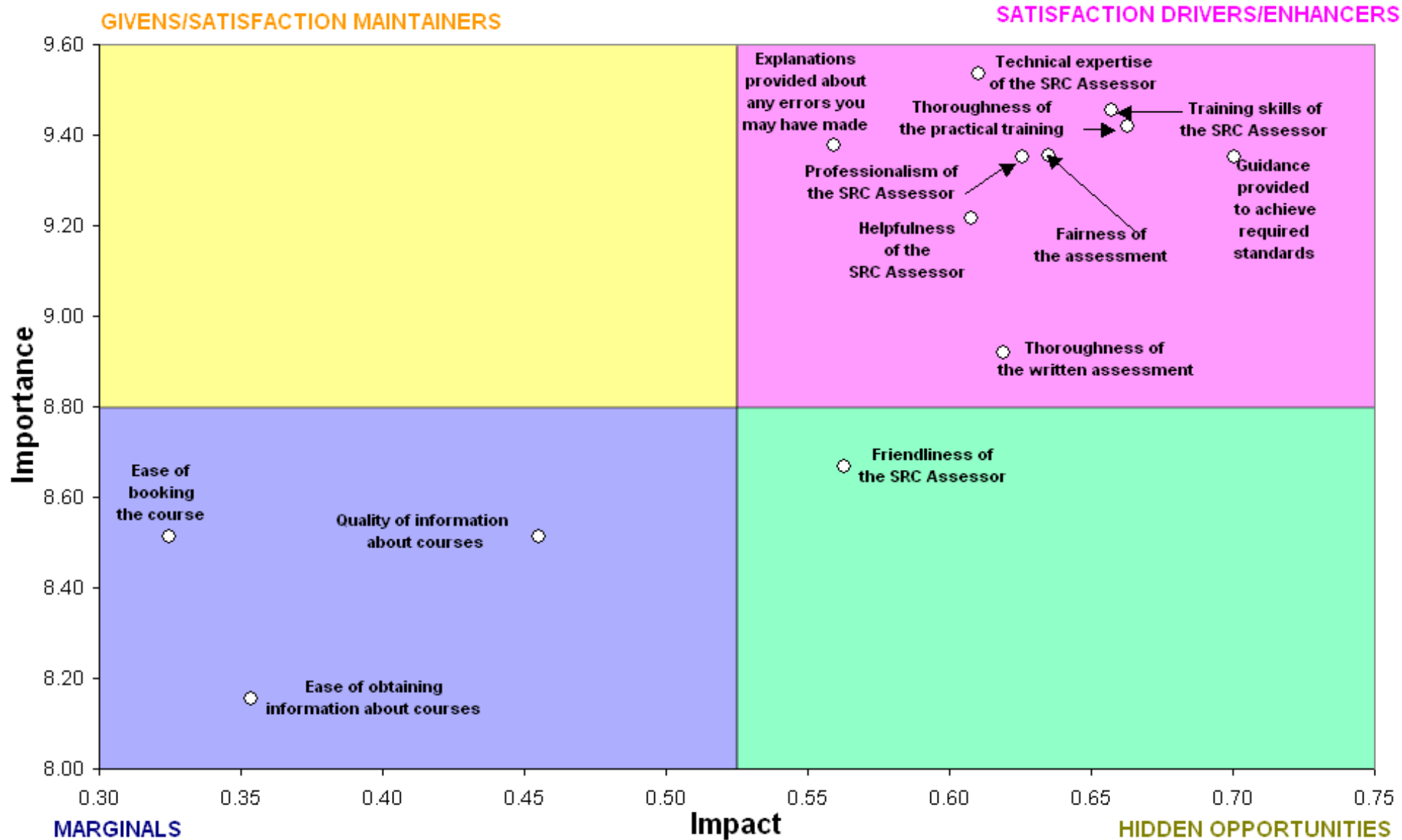
- Guidance provided to achieve required standards (0.70)
- Thoroughness of the practical training (0.66)
- Training skills of the SRC Assessor (0.66)
- Fairness of the assessment (0.64)
- Professionalism of the SRC Assessor (0.63)
- Thoroughness of the written assessment (0.62)
- Technical expertise of the SRC Assessor (0.61)
- Helpfulness of the SRC Assessor (0.61)

These requirements also recorded the largest impact scores in the 2007 survey, with the exception of the requirements 'fairness of the assessment' and 'thoroughness of the written assessment'.

2.3 Drivers of Satisfaction

By combining the importance and impact scores into one matrix, we have defined four broad categories of customer requirements:

- (1) **Givens**– items with high importance but low impact. Strong performance in these areas will often be taken for granted, and whilst performance beyond acceptable minimum standards will not necessarily result in an increase in customer satisfaction, poor performance will have a strong adverse effect on customer satisfaction.
- (2) **Satisfaction Drivers**– requirements with very high scores for both importance and impact. These are the strongest drivers of satisfaction and should be prominent in plans for improving customer satisfaction and loyalty.
- (3) **Hidden Opportunities** – factors with low importance, but high impact. Whilst customers do not rate these factors high in importance, performance in these areas will have a strong impact on overall customer satisfaction; a good customer experience will have a strong positive effect on overall satisfaction, whilst a bad one will have a lasting negative effect. Provided minimum standards have been achieved on Givens, and a strong emphasis has been placed on Satisfaction Drivers there is potential for improving customer satisfaction by investing in Hidden Opportunities.
- (4) **Marginals** – requirements with both low importance and low impact. Such requirements cannot be dismissed as unimportant, since all of the requirements included on the questionnaire were rated as important by customers during the exploratory phase of the research. As far as customer satisfaction improvement is concerned, Marginal requirements will usually offer the least opportunity for a return on investment.

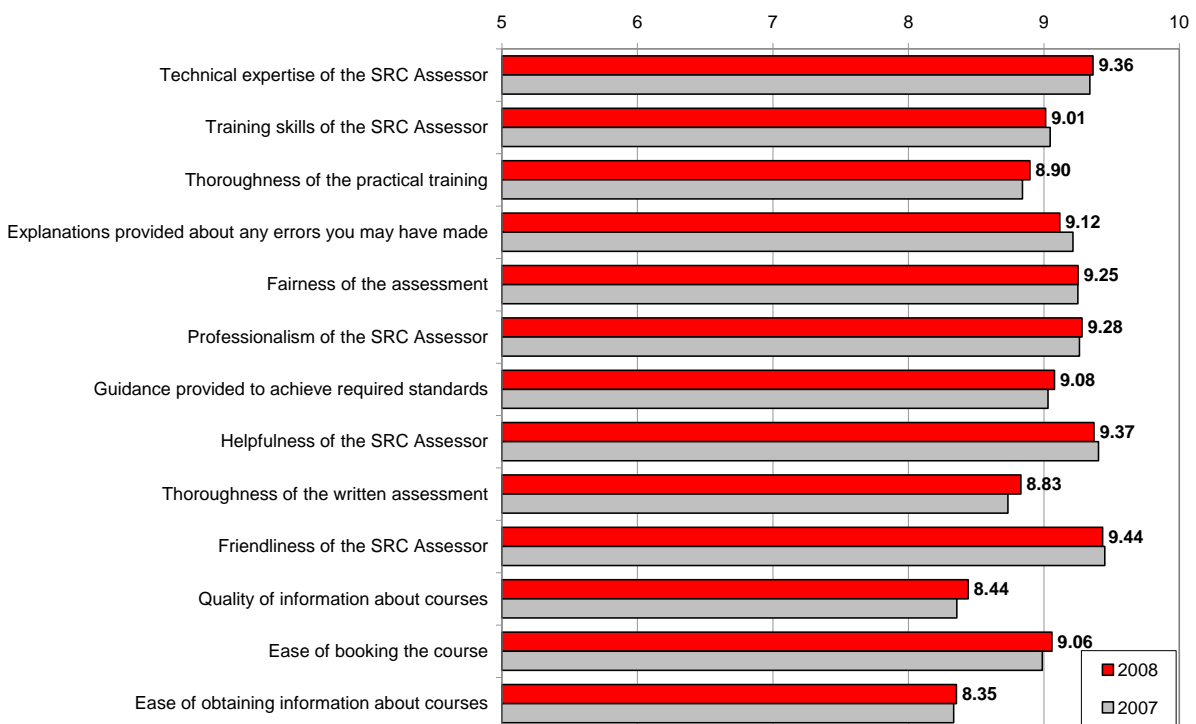


3 Customer satisfaction

Customers were also asked to score their level of satisfaction with RYA's performance on the same 13 criteria giving a mark out of ten, where one signifies 'completely dissatisfied' and ten signifies 'completely satisfied'.

The results are shown in the chart below, with the criteria again listed in order of their importance to customers, along with the results recorded in the 2007 survey.

Satisfaction ratings



This year, 9 of the 13 requirements have recorded an average satisfaction score of 9.00 and above (8 requirements in 2007) highlighting a very high level of satisfaction among customers for these requirements.

Customers are most satisfied with the 'friendliness of the SRC Assessor' and the 'helpfulness of the SRC Assessor', with mean satisfaction scores of 9.44 and 9.37 respectively. These two requirements also recorded the highest satisfaction scores in the 2007 survey and the 2006 survey.

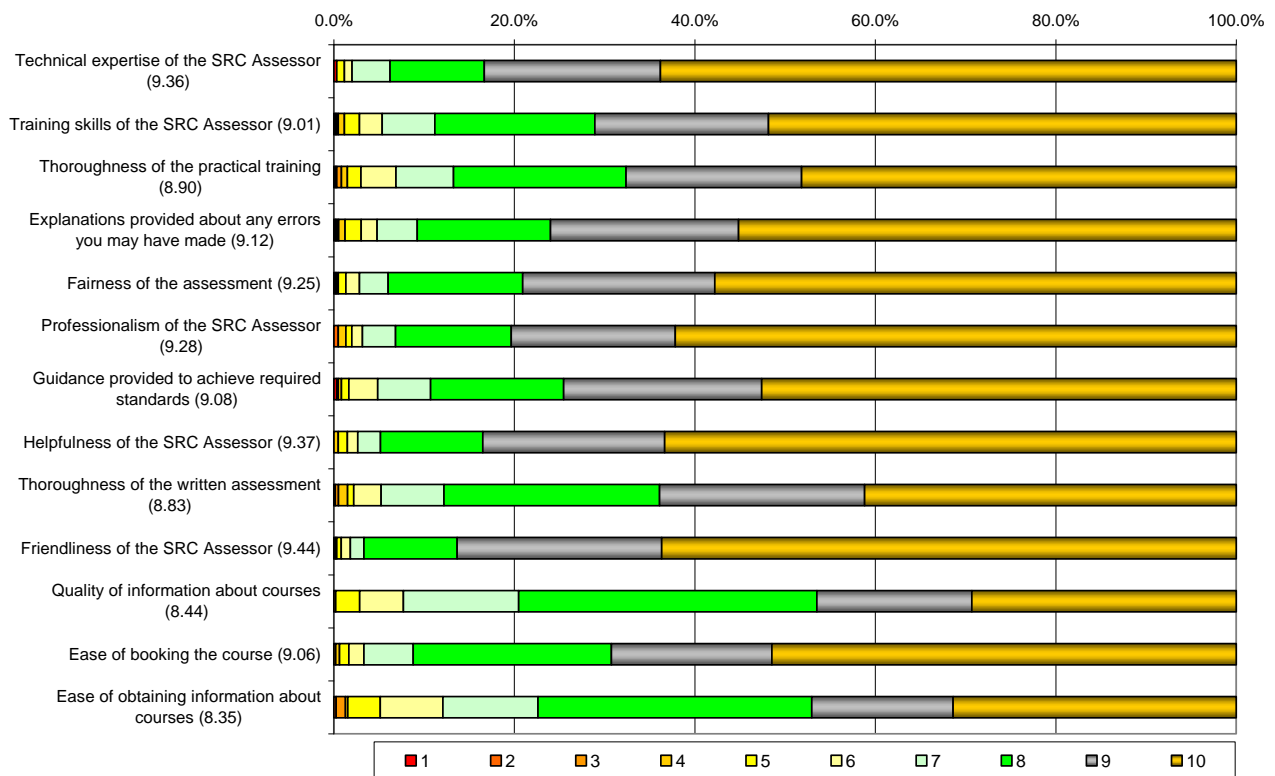
It is encouraging to note that none of the requirements score below 8.00 for satisfaction, indicating that customers are generally very satisfied with RYA. All 13 requirements recorded low standard deviations (below 2.00) indicating a high level of agreement among customers regarding RYA's performance.

Compared to the 2007 survey results, there is very little difference in scoring. Eight requirements have seen an increase in satisfaction this year, the most notable increases can be seen for the requirements ‘thoroughness of the written assessment’ and ‘quality of information about courses’ with increases in average satisfaction of 0.10 and 0.08 respectively.

Four requirements have recorded a slight decrease in average satisfaction, with the most notable decrease for the requirement ‘explanations provided about any errors you may have made’, which has decreased by 0.10 to a score of 9.12 this year.

The following chart shows the spread of satisfaction scores given for each requirement, in order of priority. This indicates that there is a high level of consistency in performance.

Spread of scores



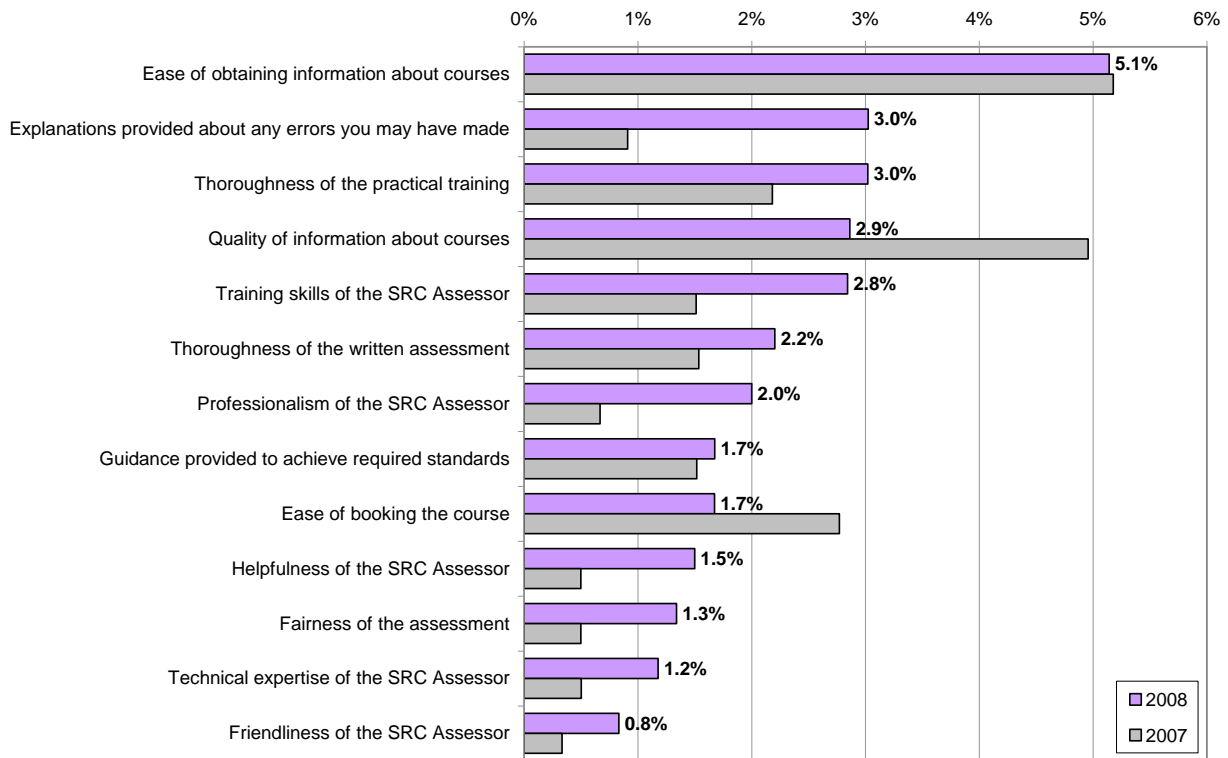
3.1 Reasons for dissatisfaction

In any instance where a satisfaction score of 5 or less was given, the customer was asked to explain the reason for their low level of satisfaction with that requirement.

It is important to note that only low satisfaction scores were probed, not high ones. This is based on the view that it is more important to understand reasons behind low scores, which explains why all the comments in this section are negative.

The chart below shows the proportion of customers scoring 5 or lower for each requirement. This is a particularly important chart since it highlights the main areas where RYA is making some customers very dissatisfied.

Reasons for low satisfaction



The largest percentage of low satisfaction scores below 6 has been recorded for the requirement ‘ease of obtaining information about courses’. This requirement also recorded the highest percentage in 2007; encouragingly the percentage has slightly decreased this year from 5.2% in 2007 to 5.1% this year.

4 Satisfaction Index™

4.1 Calculating the *Satisfaction Index™*

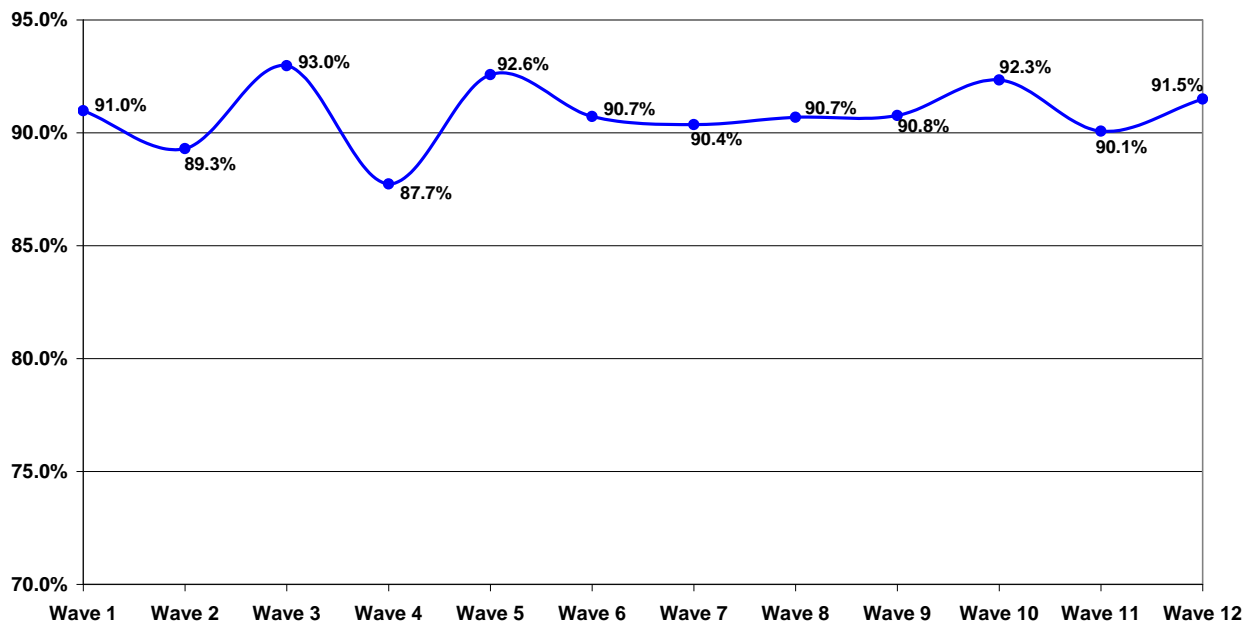
Satisfaction Index™ is an overall measure of an organisation's success in satisfying its customers. Since some customer priorities will be more important to them than others, *Satisfaction Index™* uses importance scores to weight satisfaction scores. The resulting index is therefore a weighted average score which is expressed as a percentage, a score of 100% representing total customer satisfaction with every aspect of their dealings with your organisation. This results in a totally accurate picture of the organisation's ability to satisfy its customers by 'doing best what matters most to customers'.

RYA RADIO OVERALL		
YEAR	<i>SATISFACTION INDEX™</i>	Statistical reliability
2008	90.8%	±0.8%
2007	90.8%	±0.7%
2006	90.5%	±0.7%
2005	89.6%	±0.7%
2004	88.4%	±0.8%

The *Satisfaction Index™* has seen no change on the 2007 result, remaining at a score of 90.8%.

The following chart shows the level of consistency in the Satisfaction Index over the last twelve months.

Satisfaction Index™ Tracking



5 Relative performance

5.1 The Satisfaction Benchmark League Table

RYA's *Satisfaction Index*TM for 2008 is 90.8%. According to our databank, based on many customer satisfaction measurement projects, 90.8% represents exceptional performance, placing RYA high up in the top quartile of suppliers, as shown in the league table.

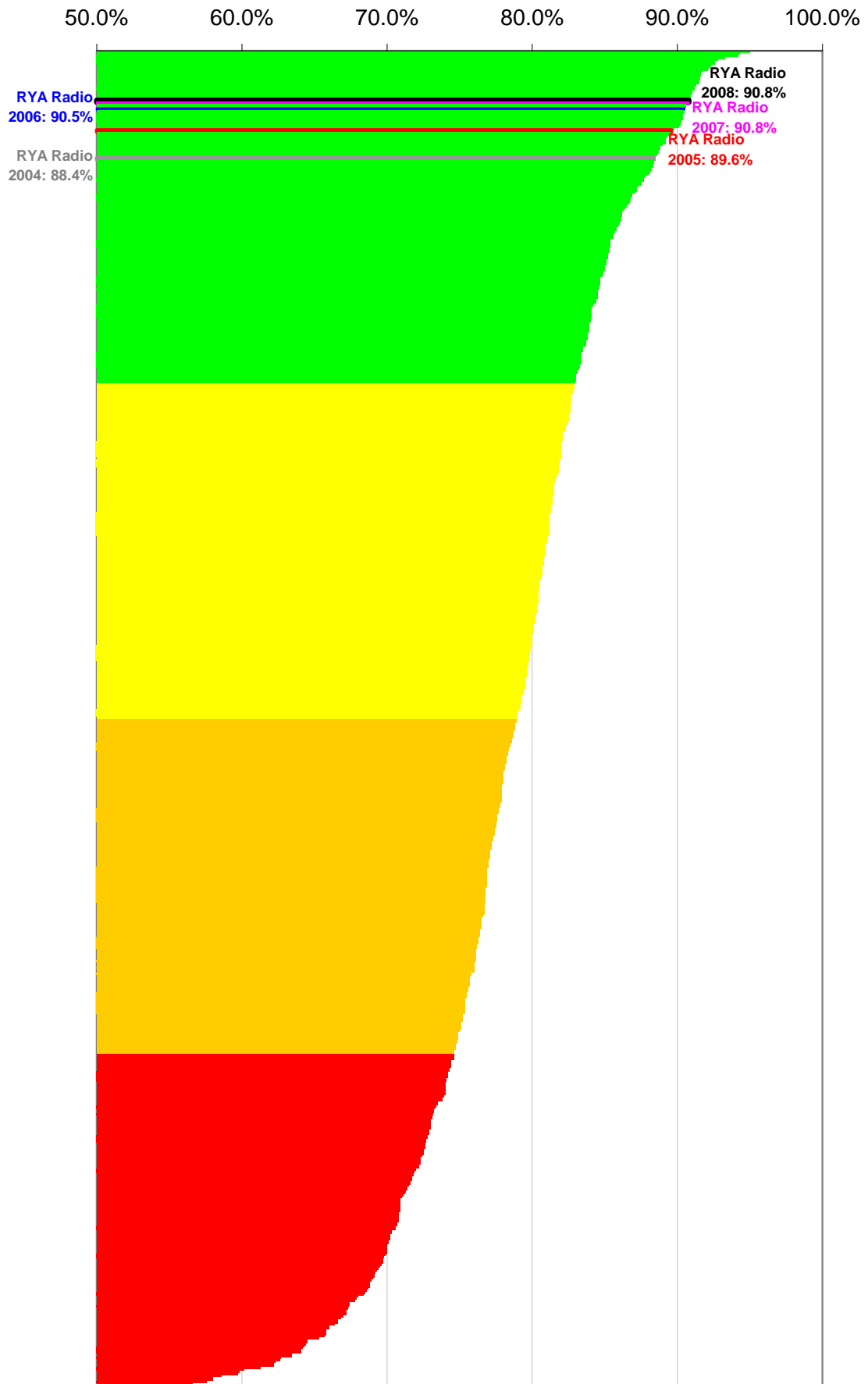
RYA's overall percentile score is 97th, which is the same percentile score recorded in the 2007 survey.

The league table shows RYA's success in satisfying customers compared with other organisations generally. This is the most useful benchmark of customer satisfaction since customers make these judgements by comparing your performance against that of all other organisations that they have used.

Methodologically, the league table provides a comparable benchmark across industries because *Satisfaction Index*TM is a measure of an organisation's success in meeting its customers' requirements. Organisations operating in different sectors do not have to meet the same customer requirements, but to succeed in their markets they do have to meet (or exceed) whatever those customer requirements are. *Satisfaction Index*TM is a measure of an organisation's ability to do that as judged by the customers themselves.

Benchmarking more widely than your own industry is therefore strongly recommended. The league table is anonymous since data on the performance of individual companies is totally confidential.

Satisfaction Index™ League Table

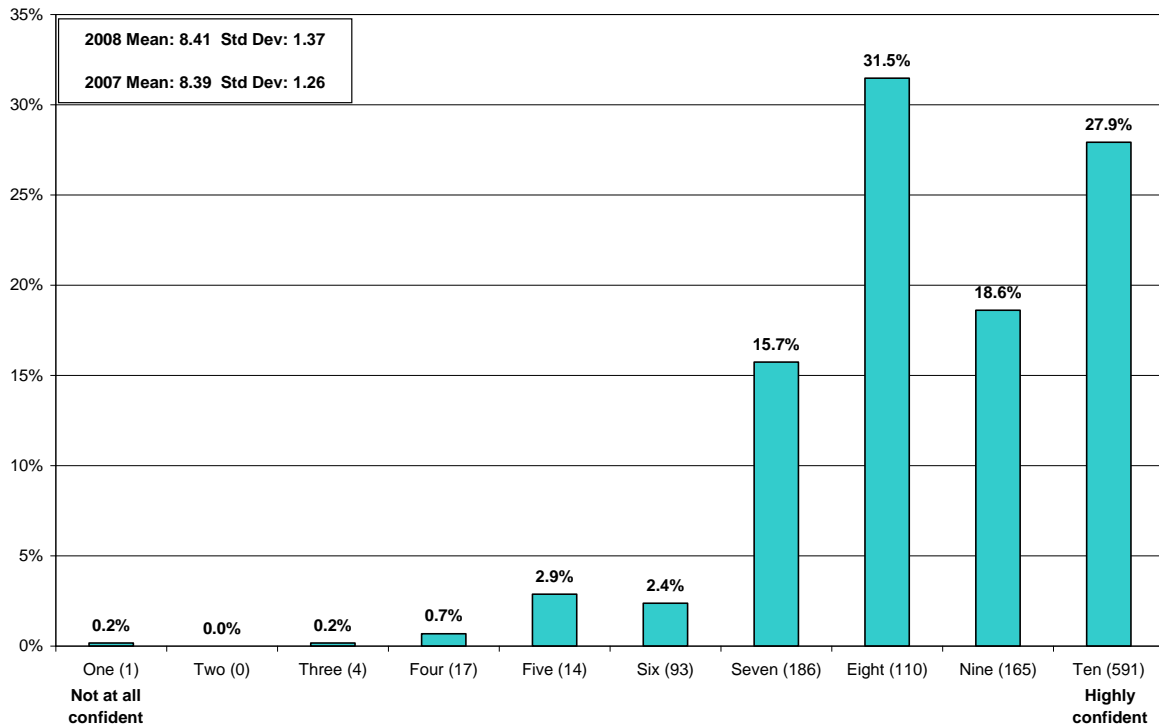


6 Student confidence and additional topics

Towards the end of the interview, additional questions were asked. The questions and the results are shown below.

6.1 Having been through the RYA training and examination process, how confident are you that you have gained the level of competence you need?

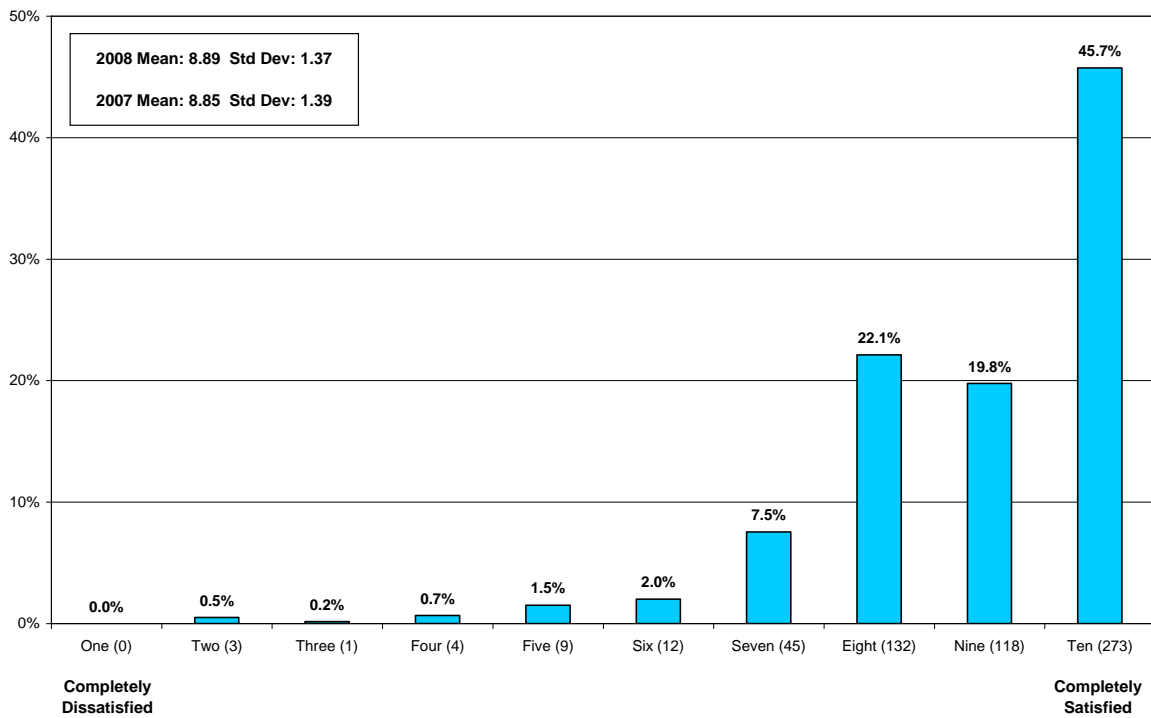
Customers were asked to give a score from 1 to 10, where 1 means 'not at all confident' and 10 means 'highly confident'.



It is positive to note that 46.5% of customers have given top box scores of 9 or 10 for this question indicating a high level of confidence among customers. The mean score of 8.41 is a slight improvement on the mean score of 8.39 recorded in 2007.

6.2 How satisfied or dissatisfied were you with the suitability of the training venue?

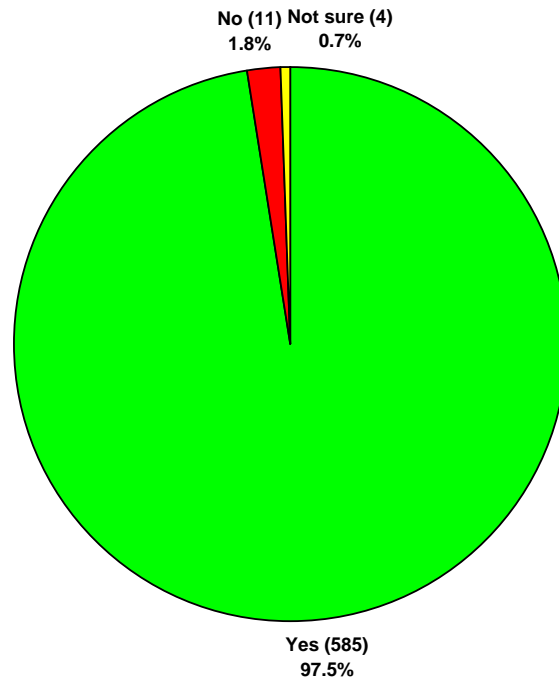
Customers were asked to give a score from 1 to 10, where 1 means ‘completely dissatisfied’ and 10 means ‘completely satisfied’.



This year the mean score for this question is 8.89, a slight improvement on the mean score of 8.85 recorded in 2007. Customers are very satisfied with the suitability of the training venue, with 65.5% of customers recording top box scores of 9 or 10.

6.3 Did you use a Marine Training Radio?

Customers were asked to indicate whether they used a Marine Training Radio, the pie chart below shows their response.



The 97.5% customers that have used a Marine Training Radio is an increase on the percentage of customers that answered 'yes' in 2007 (94.8%).

7 Priorities for Improvement (PFIs)

In order to suggest where best to focus resources on making the improvements that will contribute most to increasing customer satisfaction, we take a number of factors into account. Detailed in this section, the factors are:

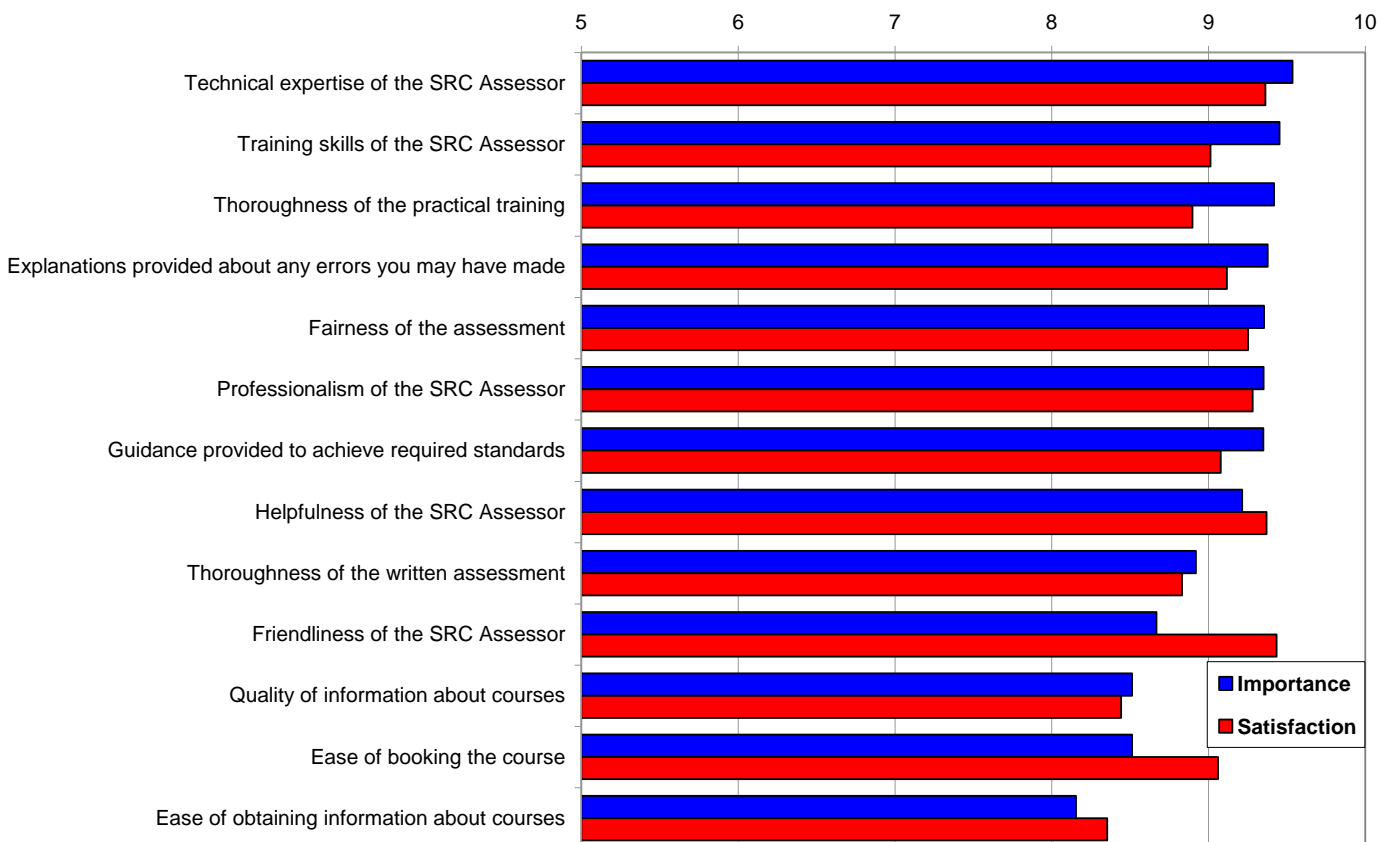
- Importance ratings
- Satisfaction scores
- Satisfaction drivers
- Causes of dissatisfaction
- Business impact

7.1 Satisfaction gaps

By comparing customers' requirements (importance ratings) with their perceptions of your organisation (satisfaction scores) the areas in which you are exceeding, meeting or failing to meet customers' needs is identified.

The following chart compares RYA's overall importance and satisfaction scores for each requirement:

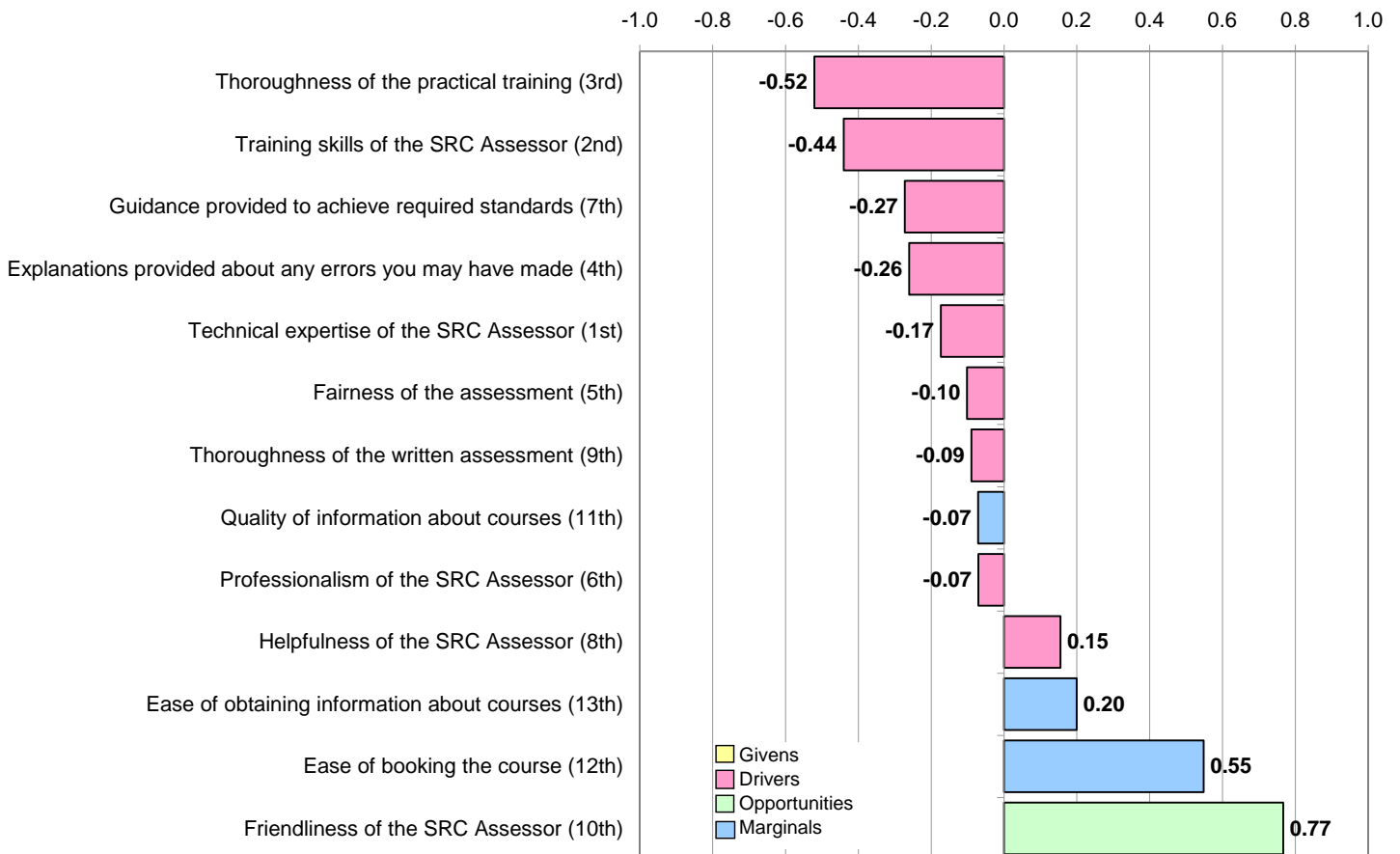
Doing best what matters most



7.2 Size of gap

Placing the factors in order by size of gap, as in the following chart, allows greater focus. The stated importance rank of each requirement is shown in brackets and the bar colours relate back to the analysis of satisfaction ‘drivers’.

Satisfaction Gaps



7.3 Reasons for dissatisfaction

Shown in section 3.1, the main reasons for dissatisfaction are:

- Ease of obtaining information about courses
- Explanations provided about any errors you may have made
- Thoroughness of the practical training

7.4 Satisfaction drivers

As described earlier (in section 2.3), as well as looking at the importance scores that customers have given, it is also important to consider the impact of each factor on customers' satisfaction.

This analysis highlighted the key drivers of satisfaction as:

- Training skills of the SRC Assessor
- Guidance provided to achieve required standards
- Professionalism of the SRC Assessor
- Thoroughness of the practical training
- Technical expertise of the SRC Assessor
- Professionalism of the SRC Assessor

7.5 Business impact

Some PFIs will be more difficult, more time consuming and more costly to address than others. We are certainly not advocating avoidance of the difficult issues but do believe it important to adopt at least one PFI that can be addressed relatively easily – a quick win. It is very helpful if both customers and employees can see prompt action being taken as a direct result of the survey.

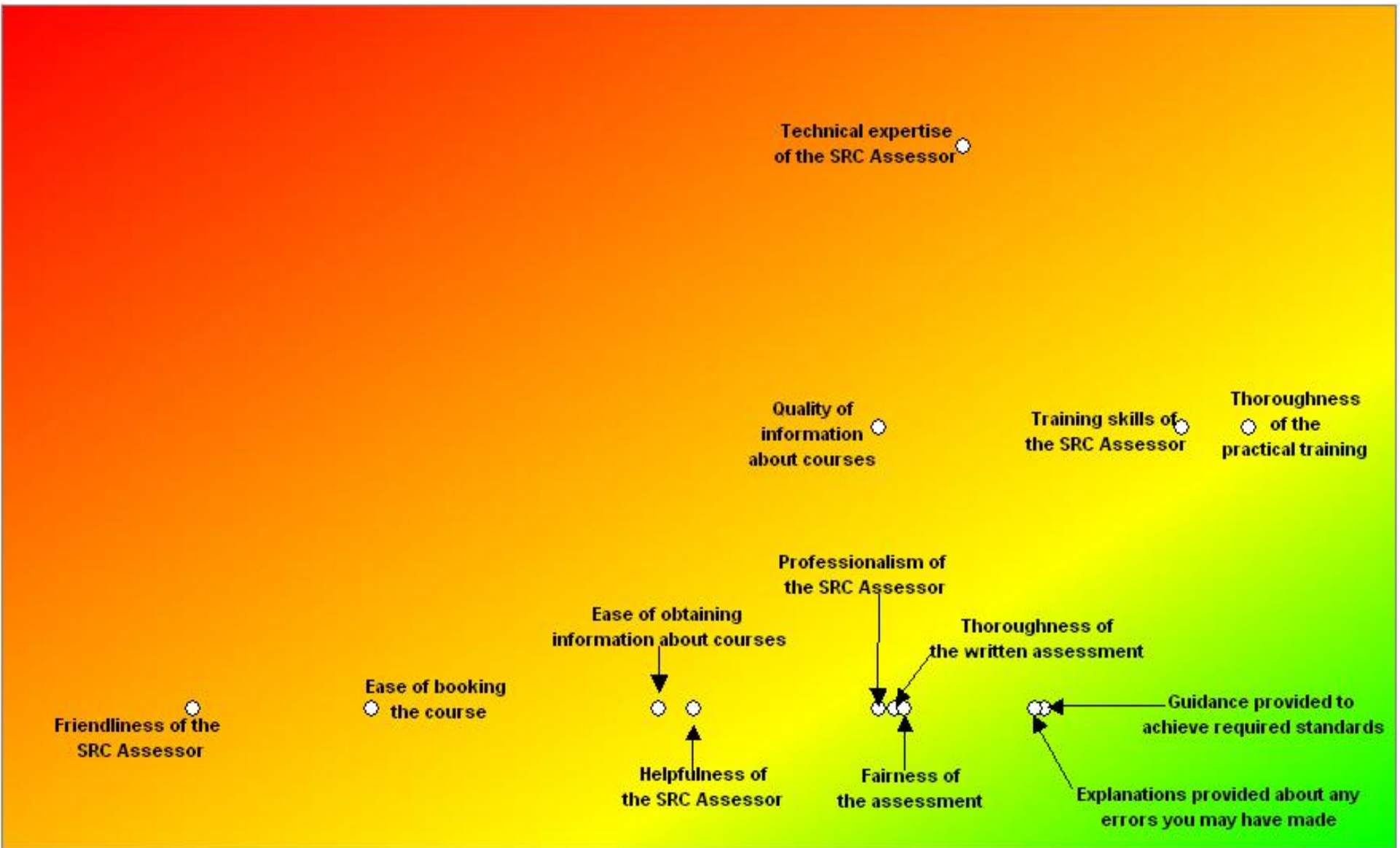
Adopting PFIs that will generate the greatest possible gains in customer satisfaction at the lowest possible cost will have the most positive business impact. The Cost-Benefit Matrix below illustrates where the most cost-effective gains may be made. The customer requirements have been categorised into bands (by RYA management) according to the assumed cost and time involved in making improvements, and this is compared against the benefit of improving each requirement, as determined by the satisfaction gap.

As shown in the matrix, some requirements, particularly those in the green area, should bring high returns due to the high benefit of improving each factor and relatively low cost. However, requirements in the red area bring less benefit and have a high relative cost.

Difficulty

High

Low



Low

Benefit

High

7.6 Priorities for Improvement

The priorities for improvement selected in 2005, 2006 and 2007 were:

- Guidance provided to achieve required standards**
- Thoroughness of the practical training**
- Explanations provided about any errors you may have made**

By focusing on these areas, which are very actionable, we believe that the associated scores for 'Training skills of the SRC Assessor' will improve (this has been classed as a PFI previously).

Appendix 1- Detailed results

The table following shows the mean importance and satisfaction scores, together with the standard deviation. A low standard deviation (below 1.00) indicates a strong consensus of opinion on the importance of a particular factor; a high standard deviation (above 2.00) indicates a wide disparity of views.

Requirement	2006 Importance Scores	2007 Importance Scores	2008 Importance Scores	Standard Deviation	2006 Satisfaction Scores	2007 Satisfaction Scores	2008 Satisfaction Scores	Standard Deviation	2006 Impact	2007 Impact	2008 Impact
Ease of obtaining information about courses	8.12	8.07	8.16	1.91	8.18	8.34	8.35	1.55	0.34	0.39	0.35
Quality of information about courses	8.42	8.40	8.51	1.66	8.24	8.36	8.44	1.33	0.40	0.47	0.46
Ease of booking the course	8.57	8.44	8.51	1.61	9.06	8.99	9.06	1.20	0.33	0.50	0.32
Friendliness of the SRC Assessor	8.49	8.53	8.67	1.52	9.45	9.45	9.44	0.94	0.53	0.59	0.56
Helpfulness of the SRC Assessor	9.21	9.18	9.22	1.05	9.41	9.40	9.37	1.05	0.60	0.62	0.61
Technical expertise of the SRC Assessor	9.57	9.52	9.54	0.80	9.39	9.34	9.36	1.10	0.53	0.62	0.61
Professionalism of the SRC Assessor	9.35	9.27	9.35	1.00	9.26	9.26	9.28	1.22	0.59	0.63	0.63
Training skills of the SRC Assessor	9.45	9.41	9.45	0.92	8.96	9.05	9.01	1.36	0.60	0.68	0.66
Guidance provided to achieve required standards	9.26	9.26	9.35	0.99	9.07	9.03	9.08	1.30	0.61	0.64	0.70
Thoroughness of the written assessment	8.74	8.72	8.92	1.31	8.75	8.74	8.83	1.33	0.51	0.57	0.62
Thoroughness of the practical training	9.36	9.40	9.42	0.92	8.69	8.84	8.90	1.43	0.56	0.64	0.66
Fairness of the assessment	9.43	9.33	9.35	1.10	9.24	9.25	9.25	1.14	0.52	0.56	0.64
Explanations provided about any errors you may have made	9.36	9.36	9.38	0.99	9.20	9.21	9.12	1.32	0.55	0.56	0.56