

Royal Yachting Association

Yachtmaster Offshore
Yachtmaster Coastal
Advanced Powerboat

ONGOING CUSTOMER SATISFACTION SURVEY

ANNUAL REPORT 2012

Jim Alexander
Francesca Ward



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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 Yachtmaster, Coastal Skipper and Advanced Powerboat certificates. This overall summary covers the results recorded during the interviewing period between January and December 2012. The original survey was preceded by exploratory research involving depth interviews with a varied selection of RYA's customers (Jan-Feb 2004). 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 Yachtmaster/Coastal Skipper/Advanced Powerboat customers.

A total of 613 interviews were conducted during this period of interviewing.

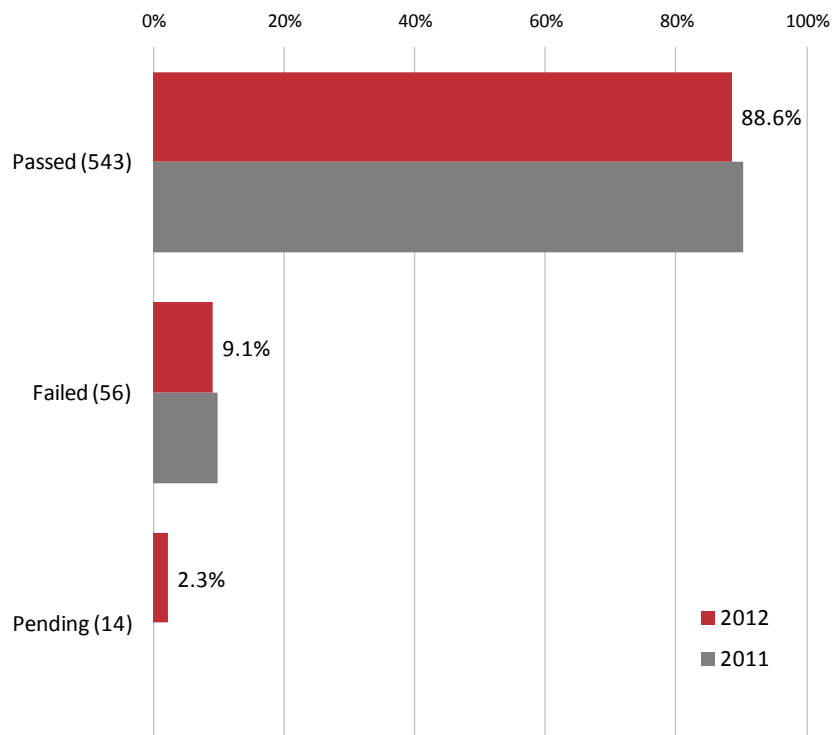
1.1 Sampling – who was involved in the survey?

The overall sample of 613 customers provides a good, reliable guide to the satisfaction of RYA's customers since the sample:

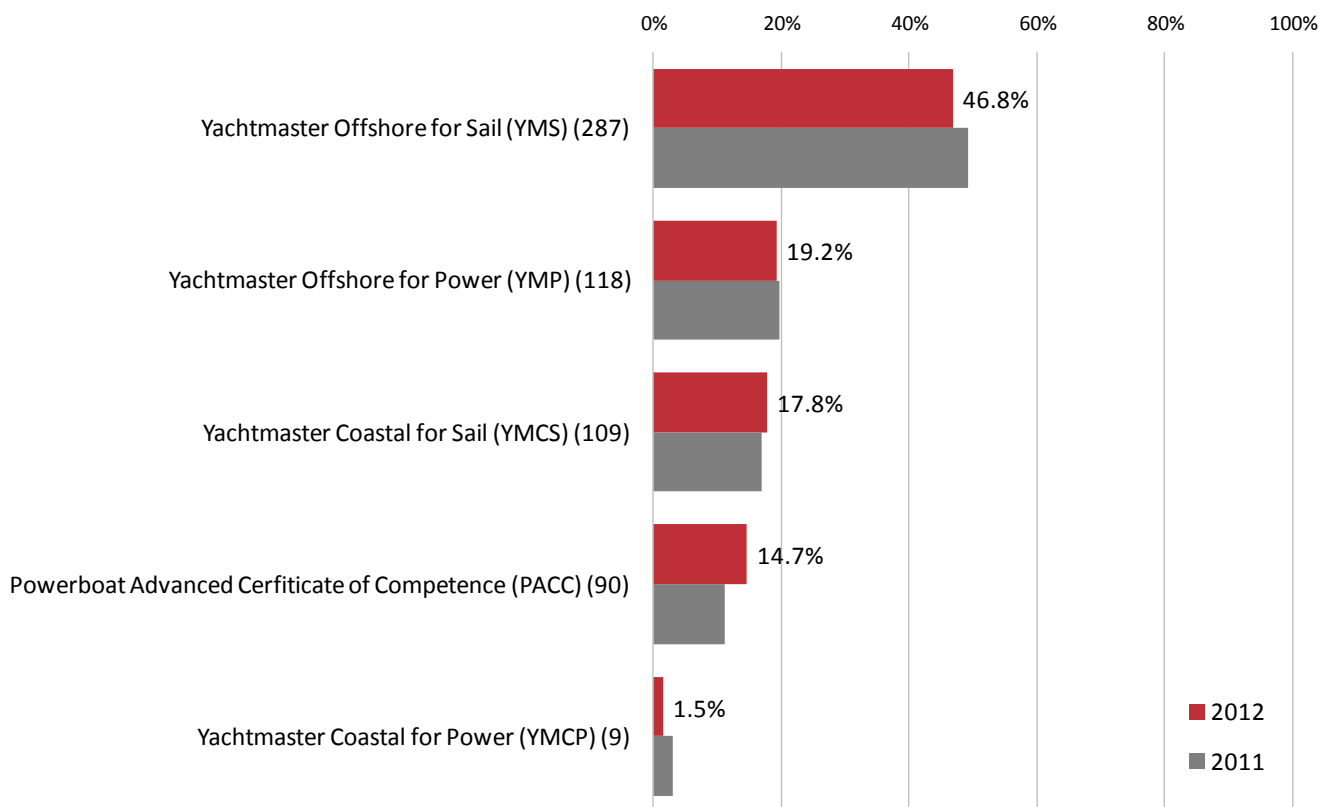
- Was randomly selected by The Leadership Factor
- Is sufficiently large to provide an accurate result. The statistical reliability of the results is shown in Section 4.1.

The charts overleaf provide an overall analysis of the sample.

Passed/Failed



Type of examination



2 Customer priorities

2.1 Importance

Using the 13 main customer measures identified by the exploratory research, customers were asked to indicate the importance to them of each one by giving it a rating out of ten where ten means 'extremely important' and one means 'not at all important'. The chart below shows the measures in order of priority, along with the 2011 results.

Stated importance



Customer priorities have remained very consistent, confirming that the measures are the right ones against which to judge RYA performance.

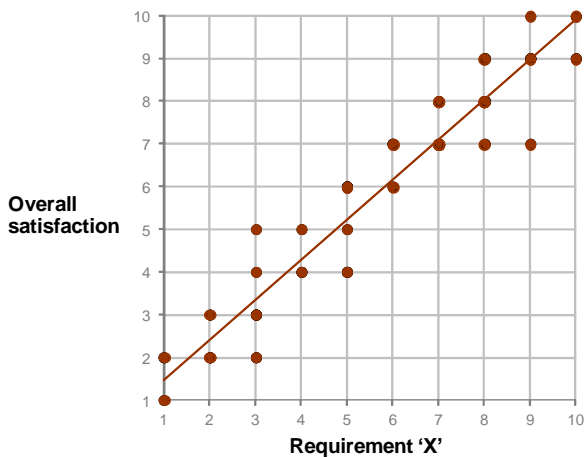
2.2 Impact

Customers' view of the importance of measures does not always reveal the true differentiators, since certain measures may be regarded as 'givens', whereas others may have a greater impact on satisfaction judgement than customers consciously realise. For example, 'examiner expertise' is typically very important but is an attribute on which all suppliers would be expected to achieve high standards and unless there is a failure it will not be a reason for choosing a particular supplier. On the other hand, 'helpfulness' 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 measures.

To identify the strongest differentiators in terms of creating satisfaction, we correlate overall satisfaction with satisfaction for each measure. This 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 satisfaction data we would expect to see only positive correlations between 0.00 and $+1.00$.

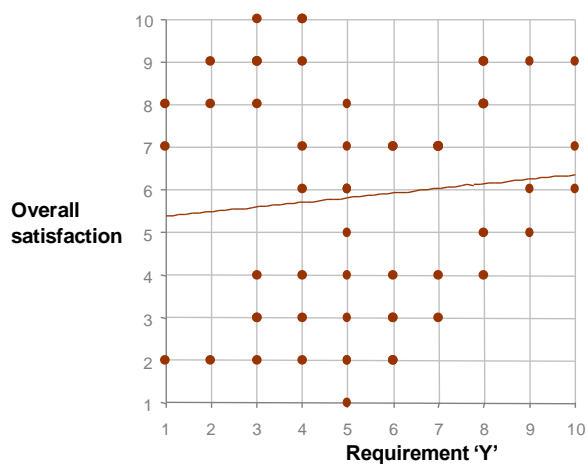
The following two hypothetical charts illustrate how correlation works:

High Correlation: 0.9



High, medium or low scores on X relate to similar overall scores

Low Correlation: 0.1



High, medium or low scores on Y do not relate to overall scores

- High correlation (above 0.6 at least) normally identifies measures which enhance satisfaction whilst low correlation identifies measures which maintain satisfaction.

The impact coefficients for RYA are shown in the chart below, compared with the corresponding coefficients from 2011:

Impact correlations



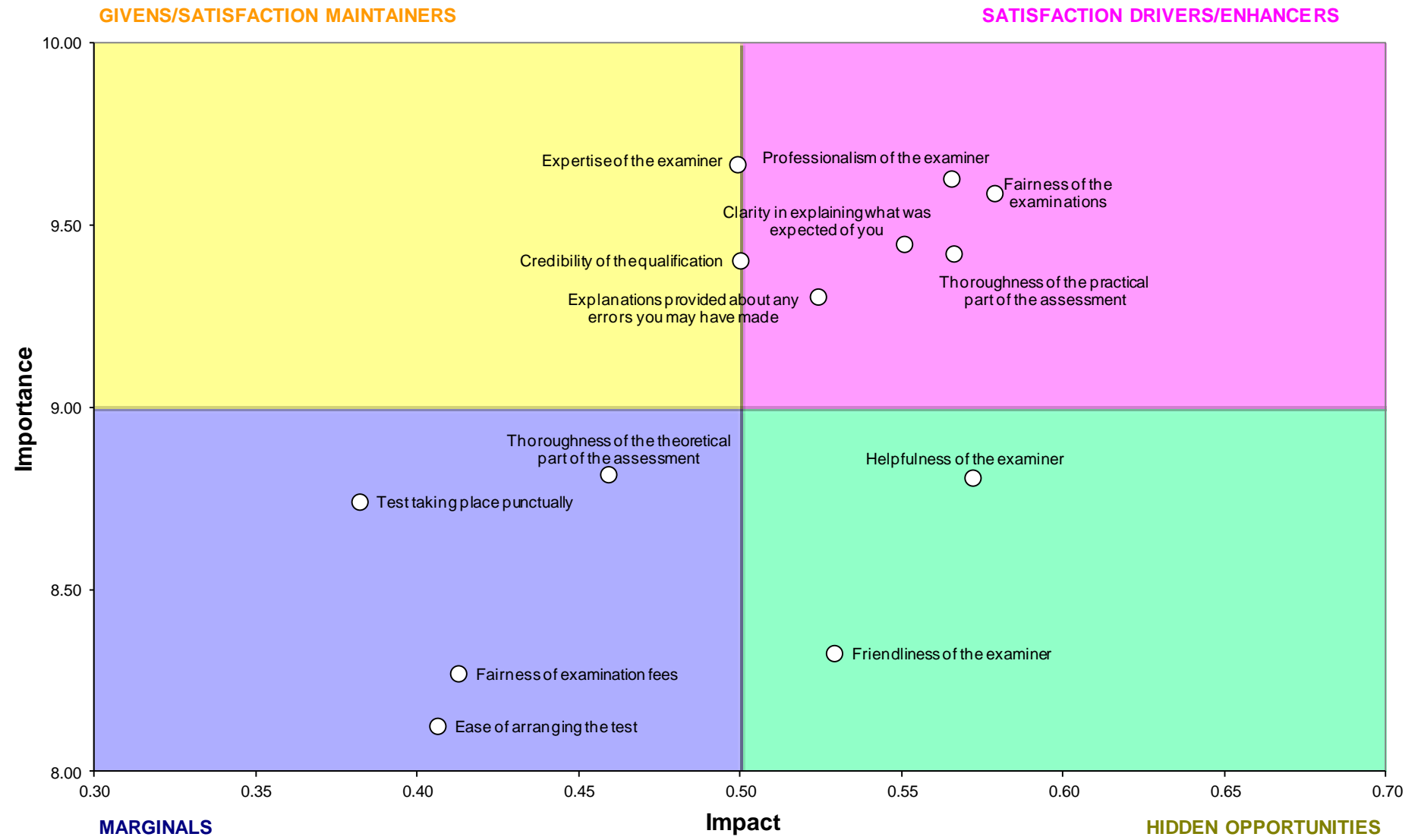
Most of the attributes have a medium to strong impact on overall satisfaction and again there is consistency in the results which confirms the relationships. The measures with the largest influence (correlations of at least 0.55) are:

- Professionalism of the examiner
- Fairness of the examinations
- Clarity in explaining what was expected of you
- Thoroughness of the practical part of the assessment
- Helpfulness of the examiner

2.3 Drivers of Satisfaction

By combining stated importance and impact values into one matrix, it is possible to define the measures into four broad categories:

- (1) **Givens/Maintainers**– measures 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/Enhancers**– measures 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** – measures with lower importance, but still having a high impact. Whilst customers do not rate these so high in importance, performance variation will have a strong impact on overall customer satisfaction; a good customer experience will have a strong positive effect, whilst a bad one will have a lasting negative effect. Provided good 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** – measures with both lower importance and lower impact. These should not be dismissed as unimportant, since all of the measures on the questionnaire have a high degree of importance for customers. However, marginal measures will usually offer the least opportunity for a return on investment in change.

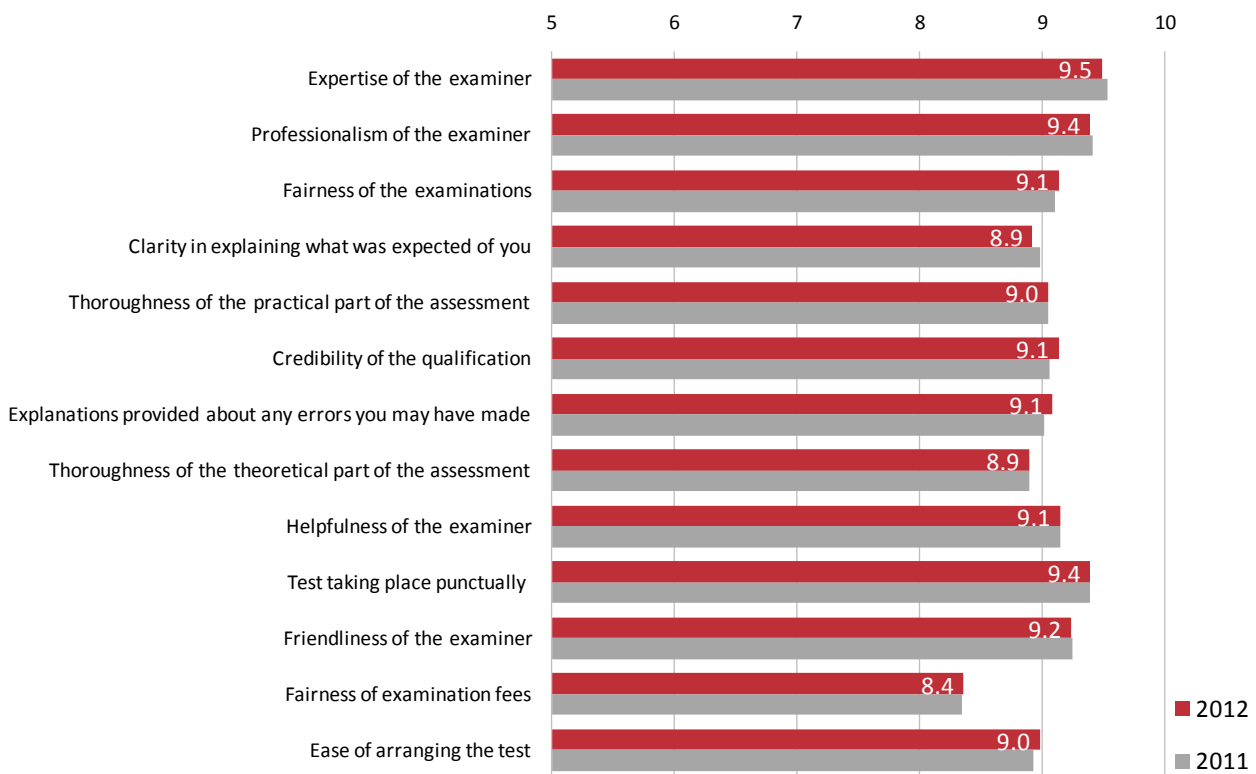


3 Customer satisfaction

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

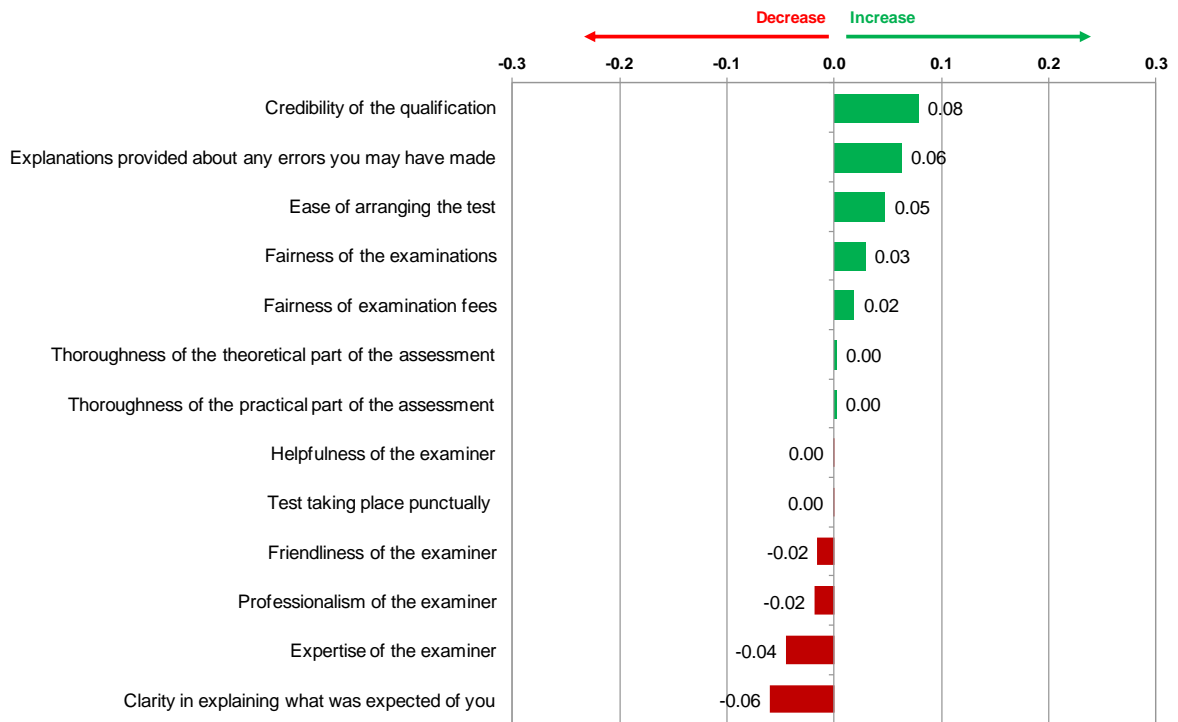
The results are shown in the chart below compared to the 2011 results, with the measures again listed in order of their importance to customers.

Satisfaction ratings



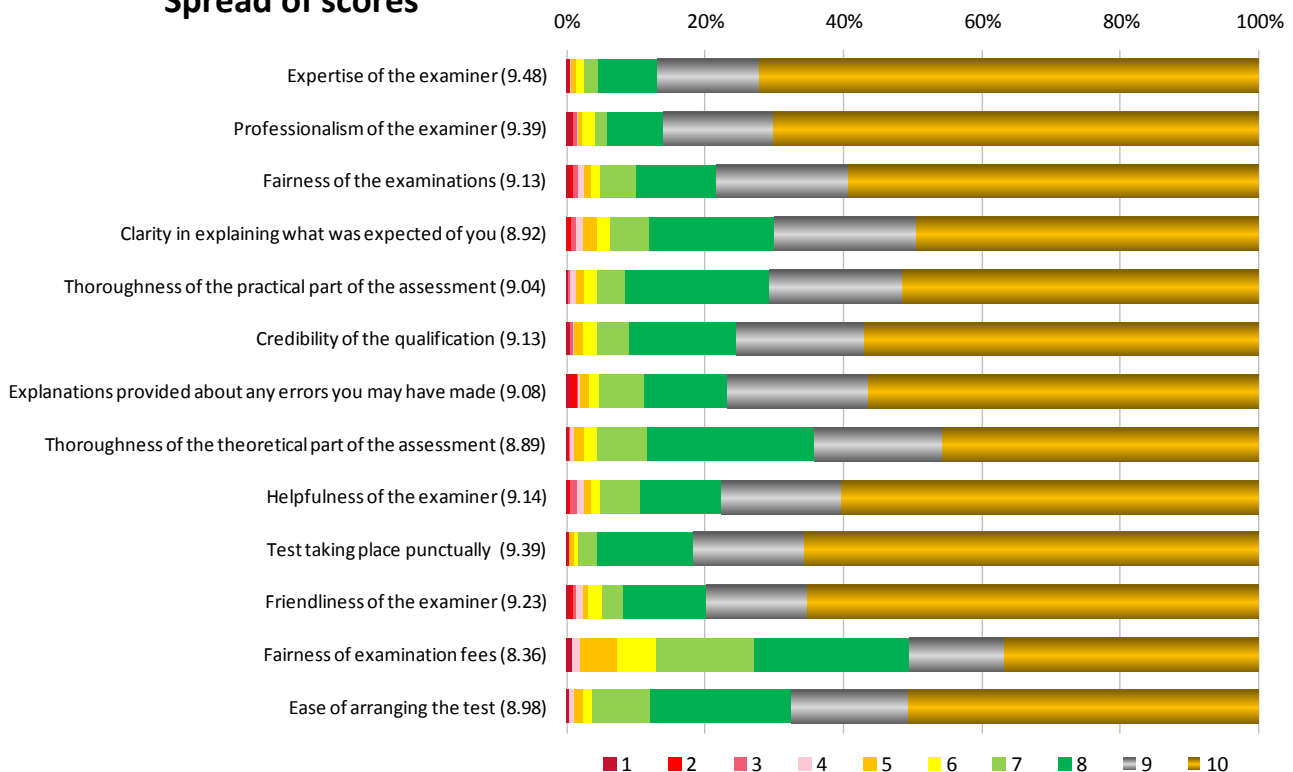
The changes are minimal so the next chart accentuates the scale and defines the positive and negative movements. RYA has achieved consistently high results (even the question about fees yields a good result given that measures relating to finance are often scored relatively lower in such surveys).

Change in satisfaction since 2011



The following chart shows the spread of satisfaction scores given for each measure, in order of priority. Very few customers gave scores of less than 8.

Spread of scores



3.1 Satisfaction by segment

The following charts highlight variations in scores given, firstly for customers taking the different examinations, and then for those who passed or failed the exam.

Examination type

Examining the first chart Yachtmaster Coastal for Power (YMCP) has 3 distinct areas for improvement. These are 'Professionalism of the examiner', 'Clarity in explaining what was expected of you' and 'Helpfulness of the examiner'. These are 3 out of 4 areas where Yachtmaster Coastal for Power (YMCP) has the lowest score for the requirements but are most distinct as they are considerably lower than the lowest scores for all requirements. There were only 18 customers for this exam and the small number that were dissatisfied therefore affect these figures strongly.

It is also worth noting that the majority of scores have a small distribution and all fall within the 8 to 10 range showing RYA to be consistent in achieving high scores.

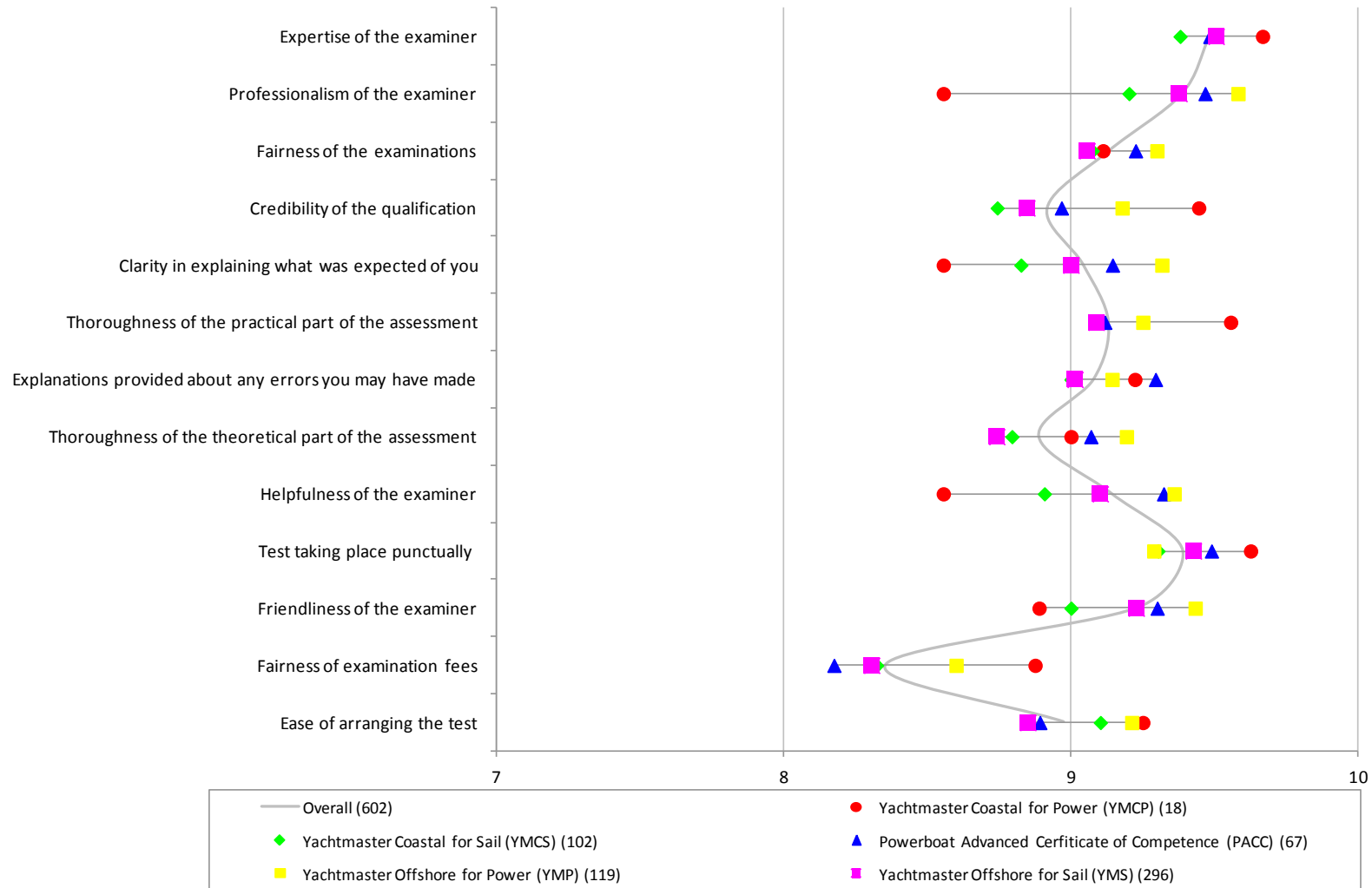
Passed/failed

Those who had passed the examination or whose results were pending gave a higher score than those who failed for each of the 13 requirements.

The requirements with the biggest differences are 'Clarity in explaining what was expected of you', 'Fairness of the examinations' and 'Explanations provided about any errors you may have made'.

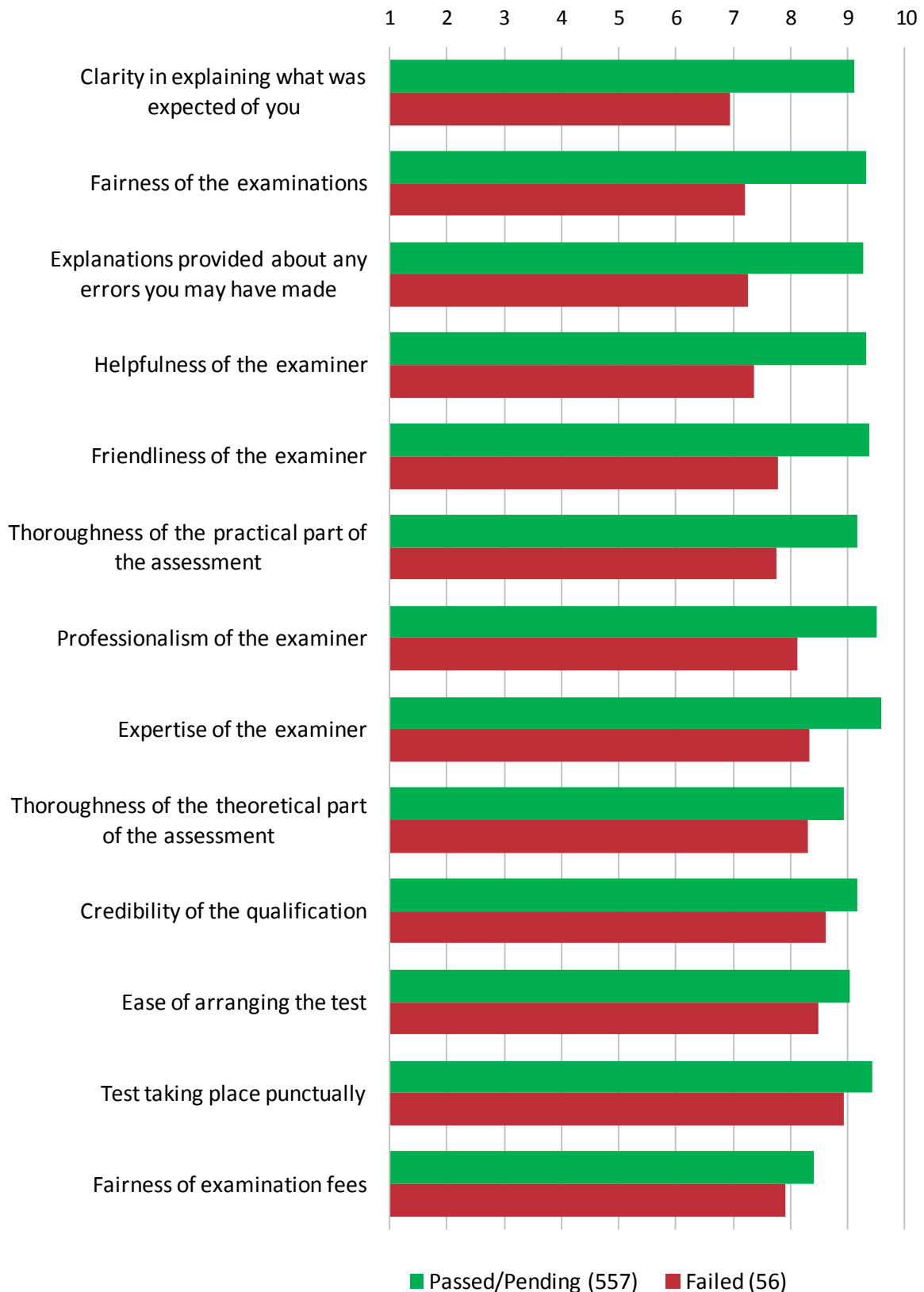
This chart shows the satisfaction scores given split by type of examination taken. The requirements are shown in overall importance order:

Satisfaction ratings by examination type



The following chart shows the satisfaction scores given by those who passed the examination (including 'pending' whose scores were very similar) and those who failed. The requirements are shown in descending order of the difference between the two scores.

Satisfaction ratings by passed/failed



3.2 Focus on low scores (1 to 5) and 'OK' score (6 & 7)

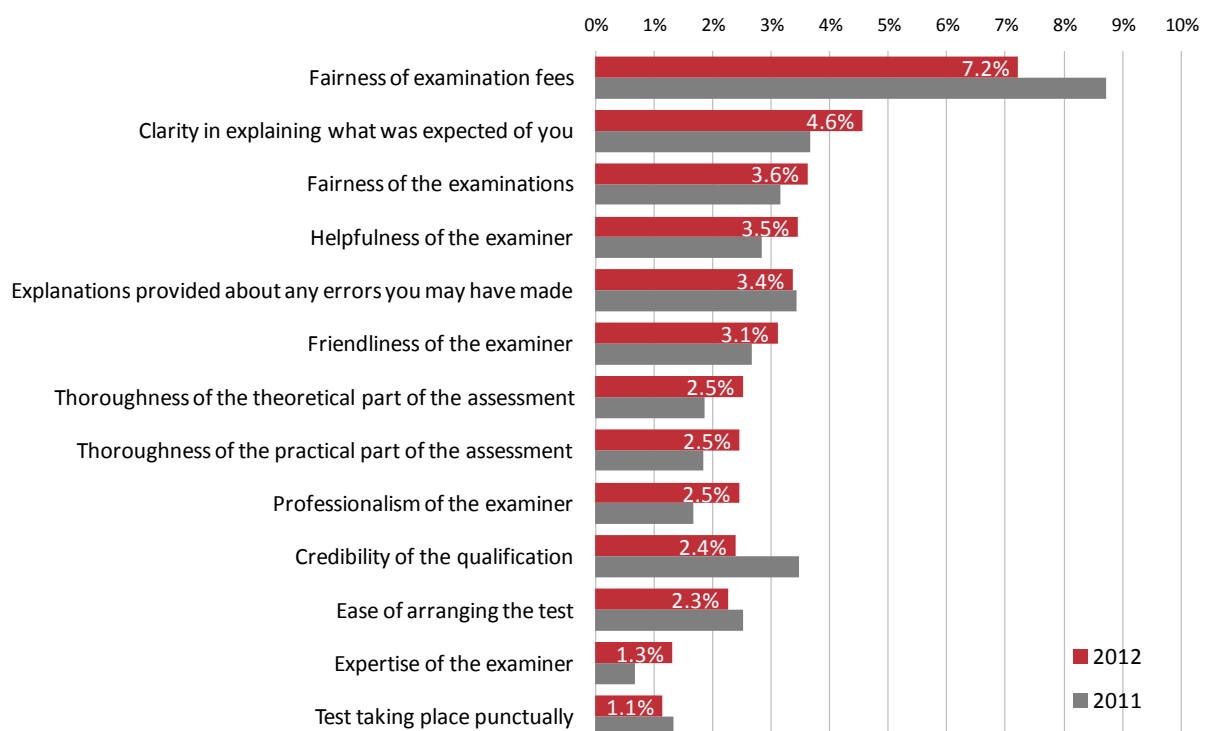
Until August 2012, in any instance where a satisfaction score of 5 or less was given, the customer was asked to explain the reason for their low level of satisfaction with that measure and the comments were provided to add insight to the results. Owing to the fact that RYA generally scores very well it was decided to adjust and 'raise the bar' so that comments were requested for scores of 7 and below (for all but two measures where 6 and below was used). There was some concern about making the survey too long but we have not had any negative feedback from customers about this.

What this achieves (from September onwards) is to provide RYA with a larger volume of comments and information about what would need to be done to achieve even higher scores.

Clearly, scores of 5 or lower should still be seen to relate to low satisfaction, but scores of 6 or 7 can now be used to learn how to improve on customers feeling merely 'OK'.

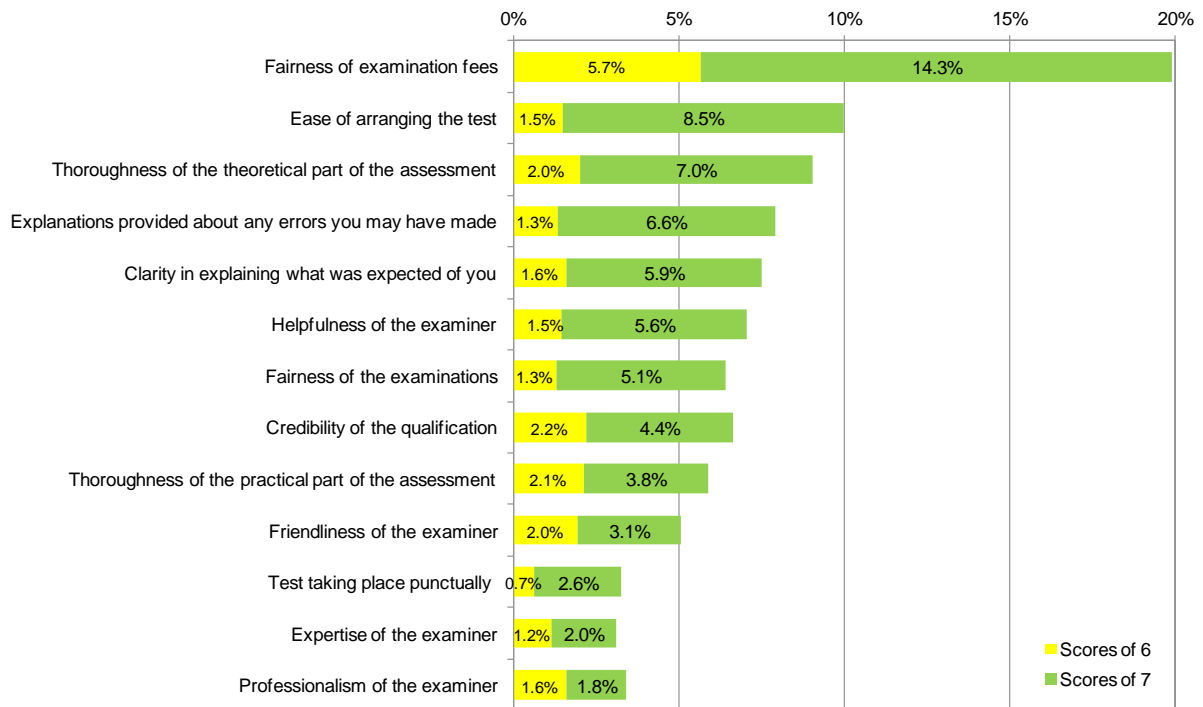
The first chart below shows the proportion of customers scoring 5 or lower for each measure and the subsequent chart shows the proportion scoring 6 and 7.

Reasons for low satisfaction (score of 1 to 5)



Ensuring that expectations are always clear and explaining about errors made would enhance perceptions about helpfulness and should result in less dissatisfaction/higher scores.

Where are customers giving merely 'OK' scores (6 & 7)?



Again, clarity and explanation would improve satisfaction, but ensuring that customers know the test is thorough would be worthwhile as it probably only involves communication rather than radical change.

4 Satisfaction Index™

4.1 Calculating the *Satisfaction Index™*

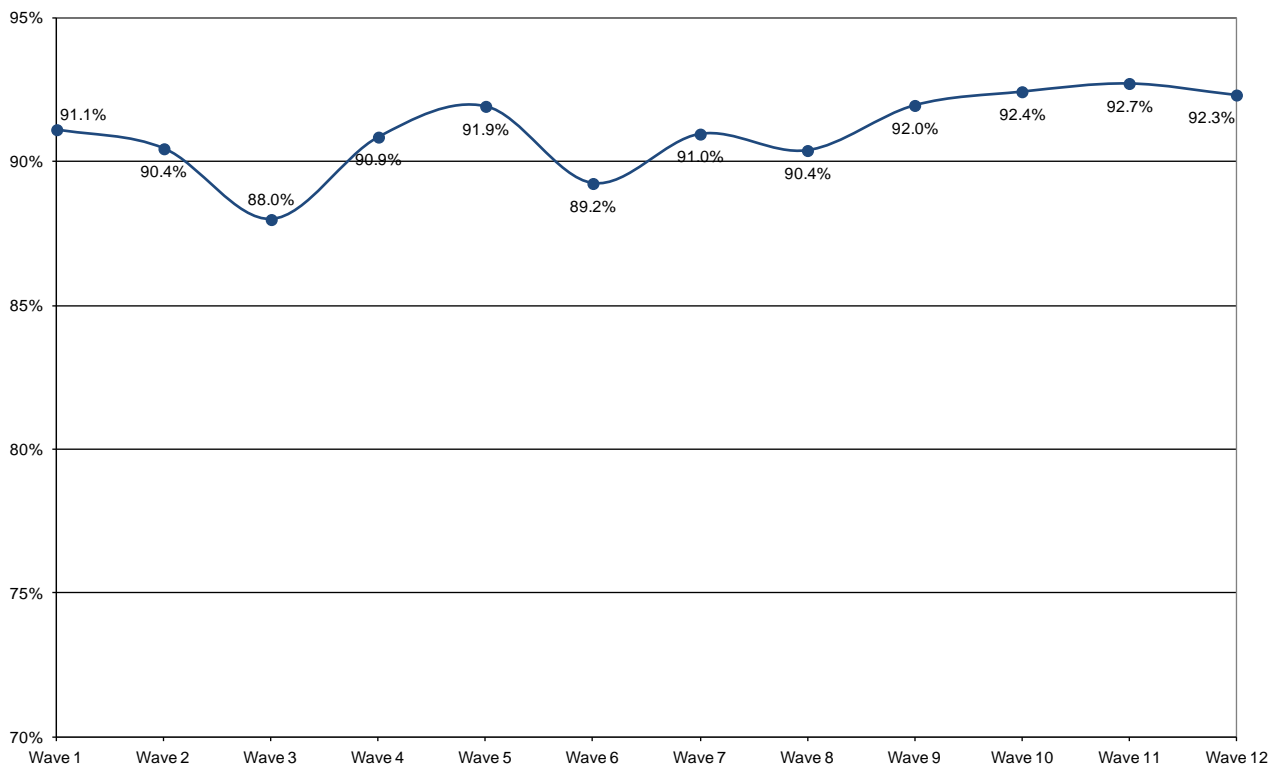
Satisfaction Index™ is the overall measure of success in satisfying customers. Since some customer priorities are more important to them than others, *Satisfaction Index™* uses importance ratings to weight satisfaction scores. The resulting index is therefore a weighted average score which is expressed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

RYA OVERALL		
YEAR	<i>SATISFACTION INDEX™</i>	Statistical reliability
2012	91.0%	±0.8%
2011	91.0%	±0.8%
2010	91.7%	±0.7%
2009	90.5%	±0.8%
2008	90.4%	±0.8%
2007	90.4%	±0.8%
2006	90.6%	±0.8%
2005	89.7%	±0.9%
2004	89.3%	±1.0%

The *Satisfaction Index™* has stayed the same since 2011. Although it is lower than the in 2010, it is still higher than all scores previous to 2010.

The chart overleaf shows the change in Satisfaction Index overall over the past twelve months.

Satisfaction Index™ tracking



It is interesting to see that the September to November results were high. Reviewing the details we can see that in those months high scores were awarded for –

- Explanations provided about any errors you have made
- Clarity in explaining what was expected of you
- Test taking place punctuality
- Helpfulness of the examiner (probably due to the first two items)

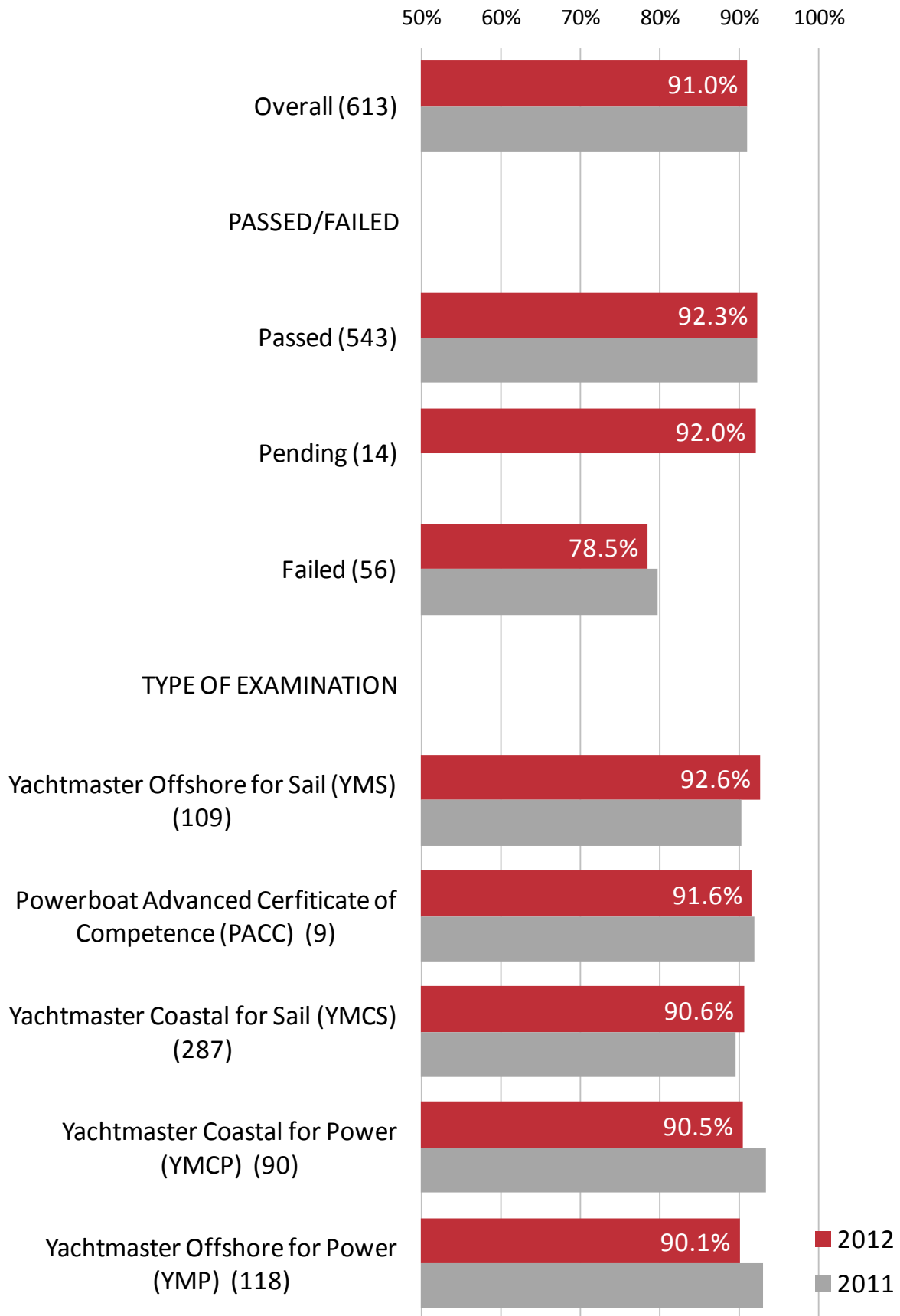
If this ‘best practice’ performance can be replicated everywhere the higher scores should be repeated.

4.2 Sub-group indices and statistical reliability

The table below shows the *Satisfaction Index*[™] overall and for each sub-group, together with the statistical reliability of the results and the base size.

SEGMENT	INDEX 2012	RELIABILITY 2012	BASE 2012	INDEX 2011	INDEX 2010	INDEX 2009
Overall	91.0%	±0.8%	613	91.0%	91.7%	90.5%
Passed/Failed						
Passed	92.3%	±0.7%	543	92.20%	92.50%	91.70%
Pending	92.0%	±4.0%	14	-	-	-
Failed	78.5%	±5.0%	56	79.70%	83.30%	77.90%
Type of examination						
Yachtmaster Offshore for Power (YMP)	92.6%	±1.9%	118	93.00%	93.80%	93.60%
Powerboat Advanced Certificate of Competence (PACC)	91.6%	±2.0%	90	91.90%	95.20%	91.50%
Yachtmaster Offshore for Sail (YMS)	90.6%	±1.1%	287	90.30%	90.60%	90.10%
Yachtmaster Coastal for Power (YMCP)	90.5%	±9.4%	9	93.40%	92.40%	91.00%
Yachtmaster Coastal for Sail (YMCS)	90.1%	±2.4%	109	89.60%	90.70%	88.30%

Satisfaction indices by segment



5 Relative performance

5.1 The Satisfaction Benchmark League Table

RYA's *Satisfaction Index™* for 2012 is 91.0%. According to our databank, based on many customer satisfaction measurement projects, 91.0% is significantly above average, placing RYA near the top of the top quartile of suppliers, as shown in the league table.

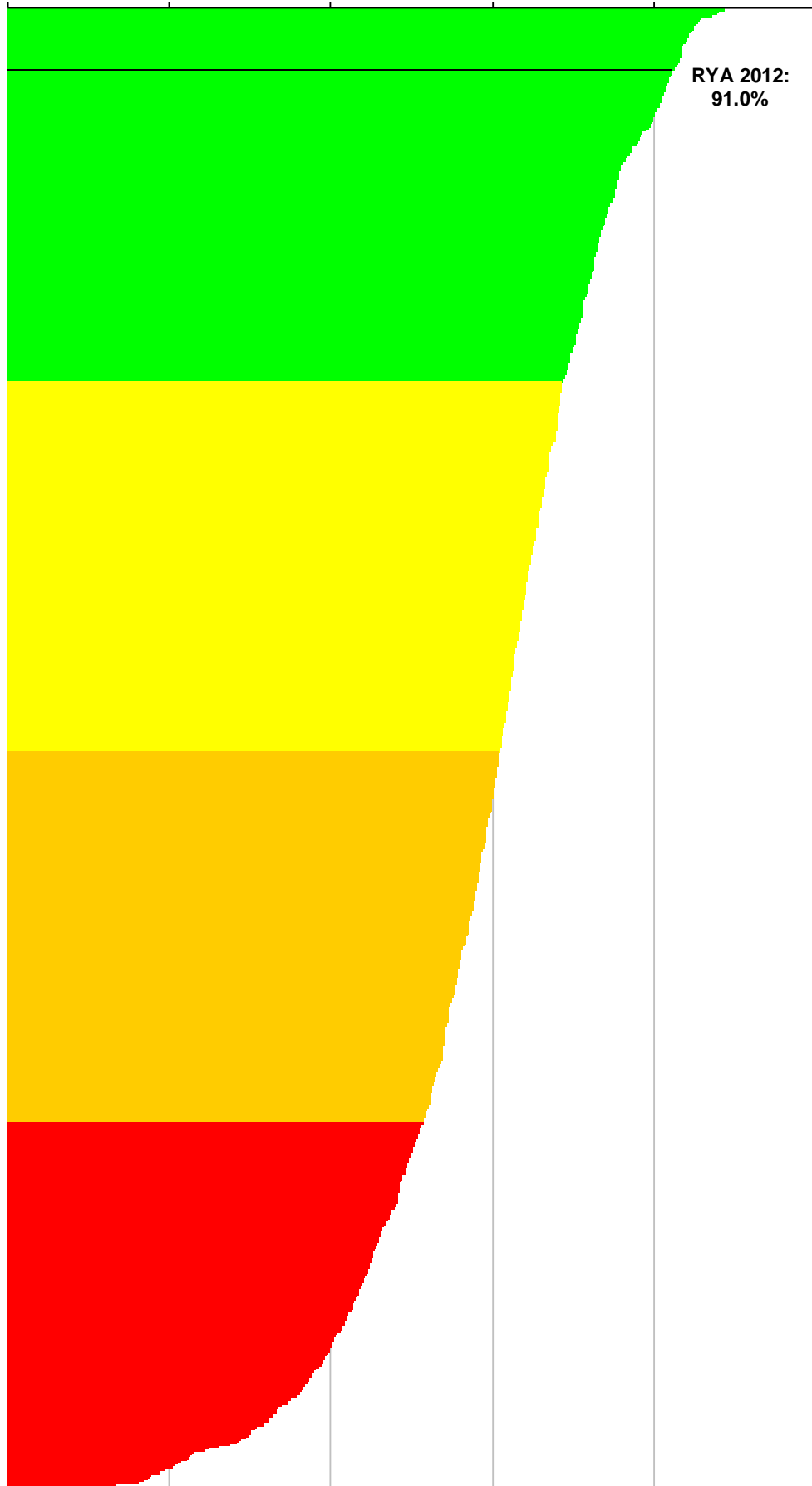
RYA's overall percentile score is 96th. This places RYA in the top 5% of companies.

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

Satisfaction Index™ League Table

50.0% 60.0% 70.0% 80.0% 90.0% 100.0%



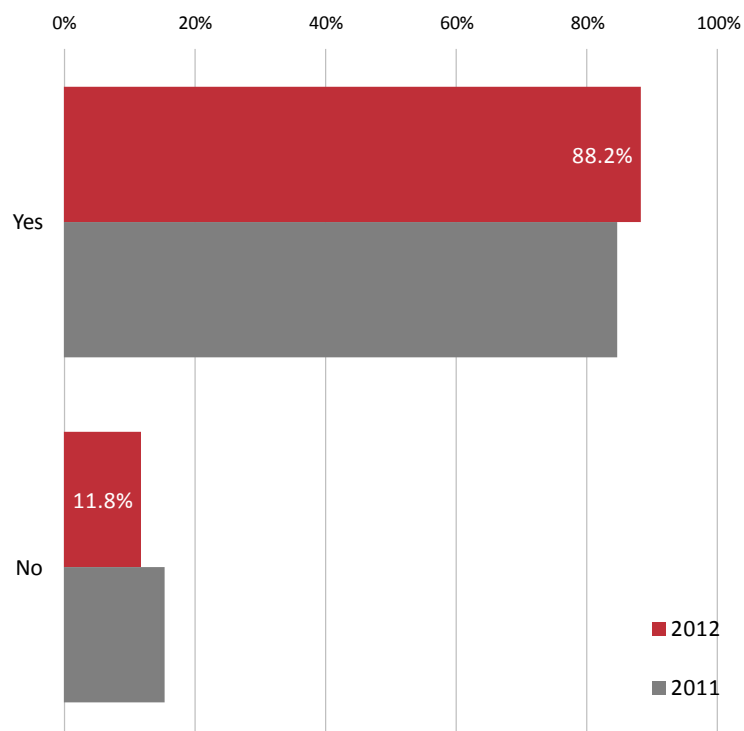
6 Student activity, confidence and other topics

Towards the end of the interview, some additional questions were asked. The questions and their results are shown in this section.

6.1 Did you attend a course with an RYA recognised Centre prior to your examination?

This question was asked to all respondents to establish participation levels in courses prior to the Yachtmaster/Coastal Skipper examination, the following chart tracks the proportion of customers who did.

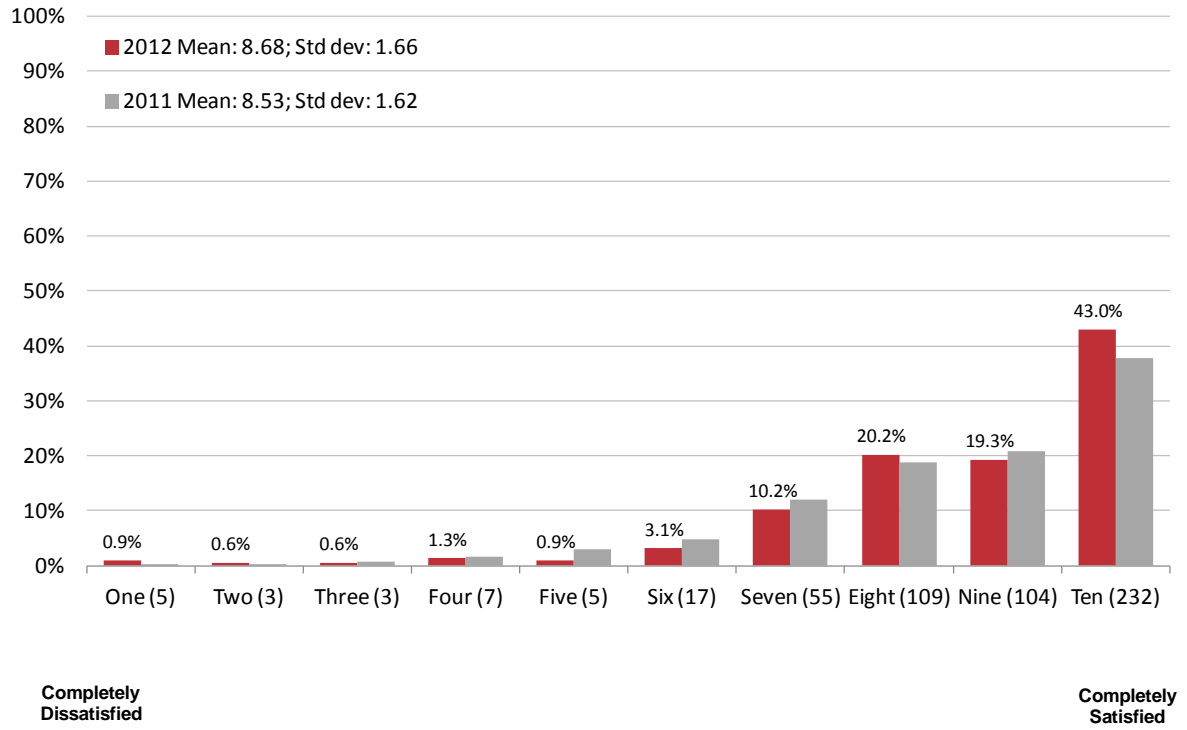
Attended course prior to the examination



Any customers who stated they had participated in a course were asked how satisfied or dissatisfied they were with the course, using a scale of one to ten, where ten means 'completely satisfied' and one means 'completely dissatisfied'. The histogram on the following page shows customer responses.

The spread of scores for course satisfaction is shown below with the mean score and standard deviation, alongside the same data for 2011.

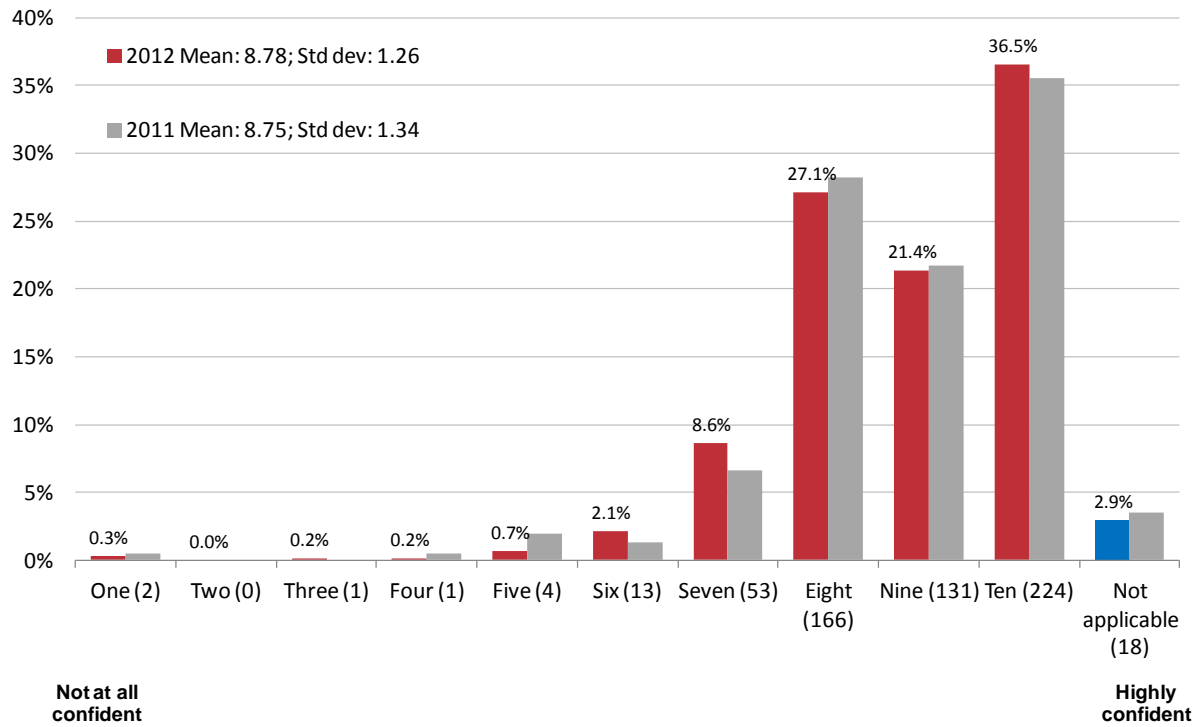
Course Satisfaction



6.2 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'.

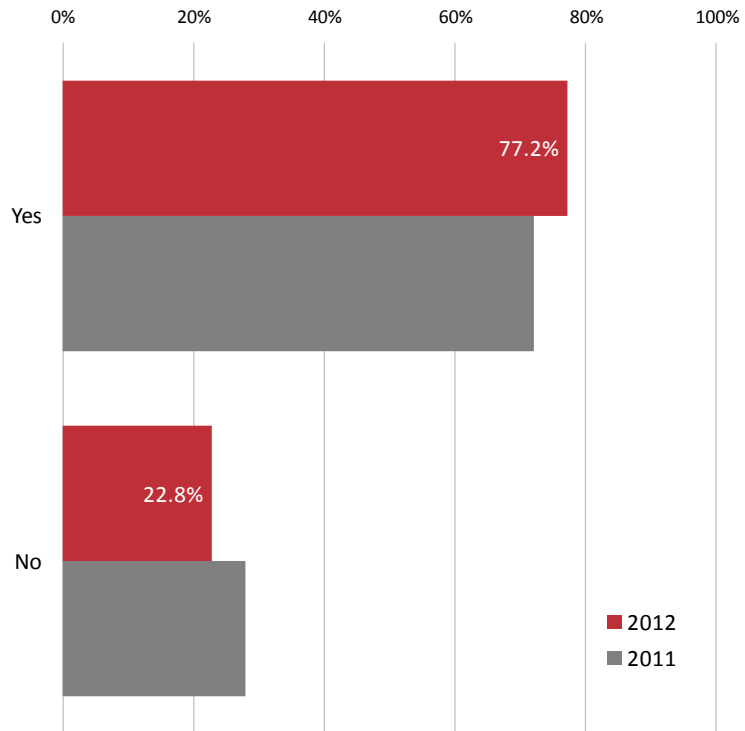
Level of confidence



6.3 Do you intend to use this qualification professionally?

Customers were asked to indicate whether they intend to use this qualification professionally, the chart below highlights their response.

Intention to use qualification professionally



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 even further, we take a number of factors into account. Detailed in this section, the factors are:

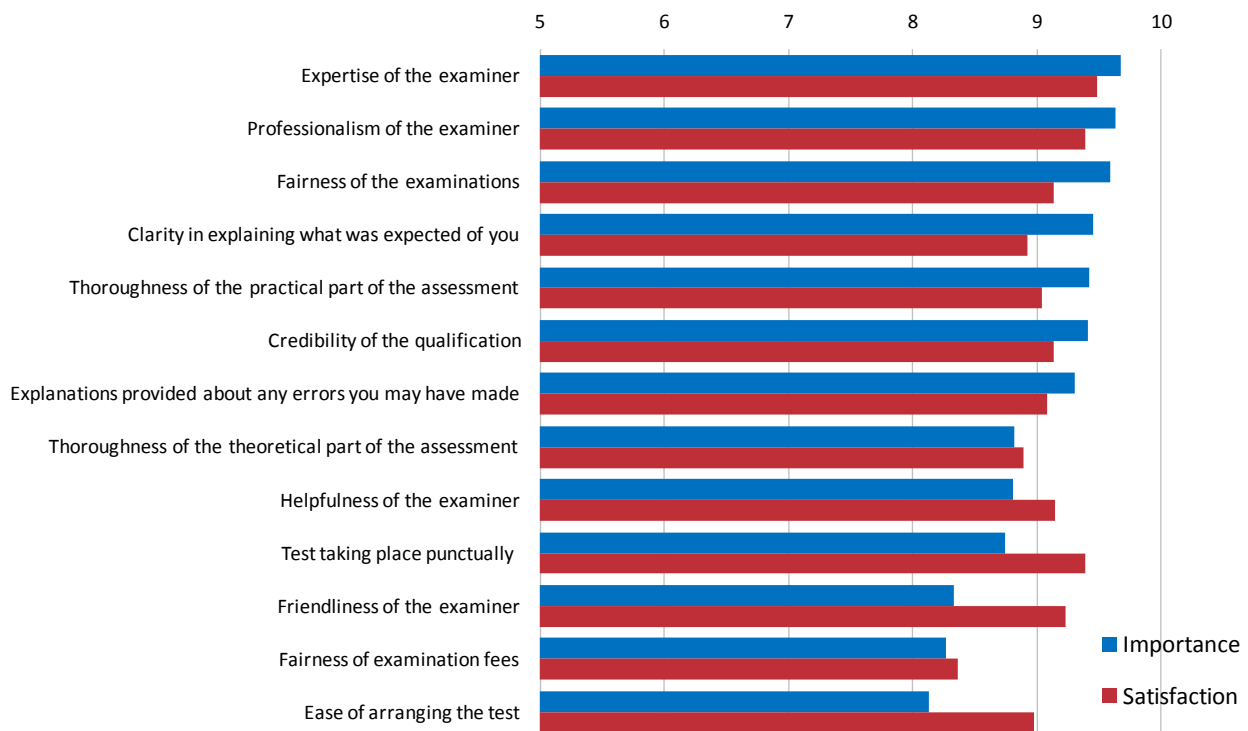
- Importance ratings
- Satisfaction scores
- Satisfaction drivers
- Causes of dissatisfaction
- Business impact

7.1 Satisfaction gaps

By comparing customers' priorities (importance ratings) with their perceptions of your performance (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:

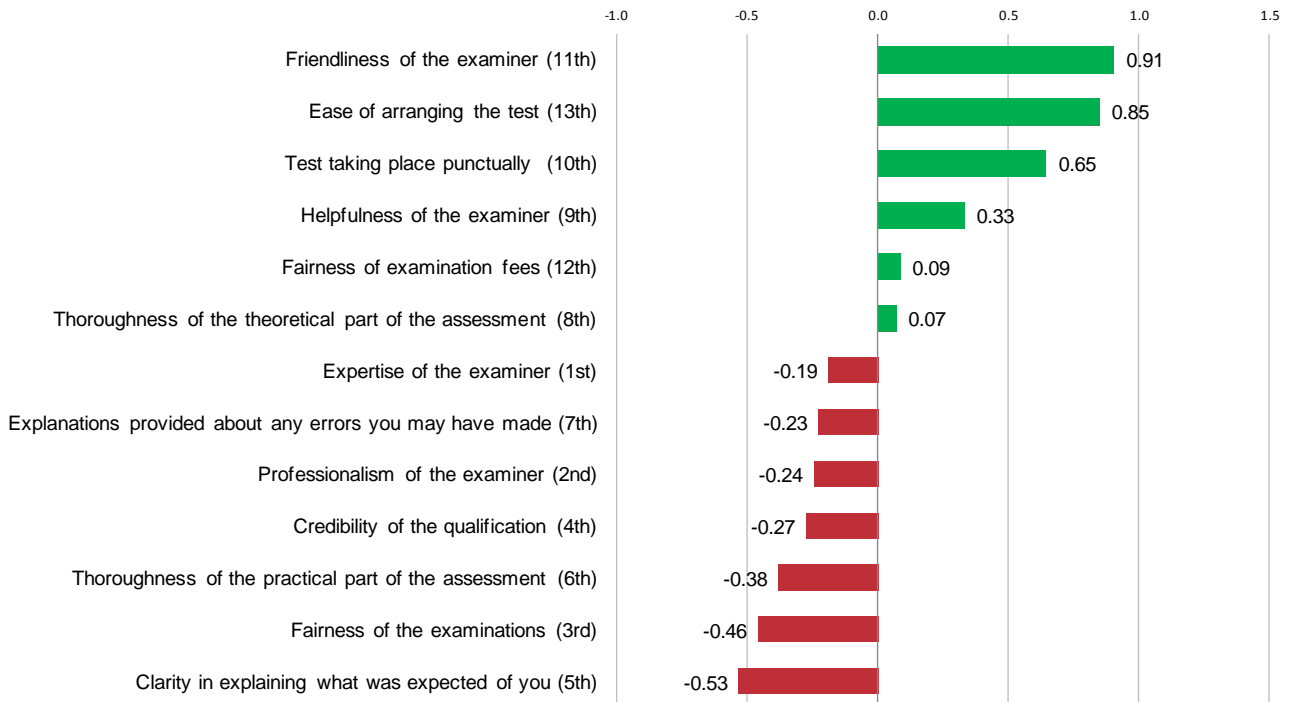
Doing best what matters most



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 measure is shown in brackets.

Satisfaction gaps



7.3 Reasons for dissatisfaction

Shown in section 3.2, the main reasons for dissatisfaction are:

- Fairness of examination fees
- Clarity in explaining what was expected of you
- Fairness of the examination

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 measure on overall satisfaction.

This analysis highlighted the key drivers of satisfaction as:

- Professionalism of the examiner
- Fairness of the examinations
- Clarity in explaining what was expected of you
- Thoroughness of the practical part of the assessment
- Explanations provided about any errors you may have made

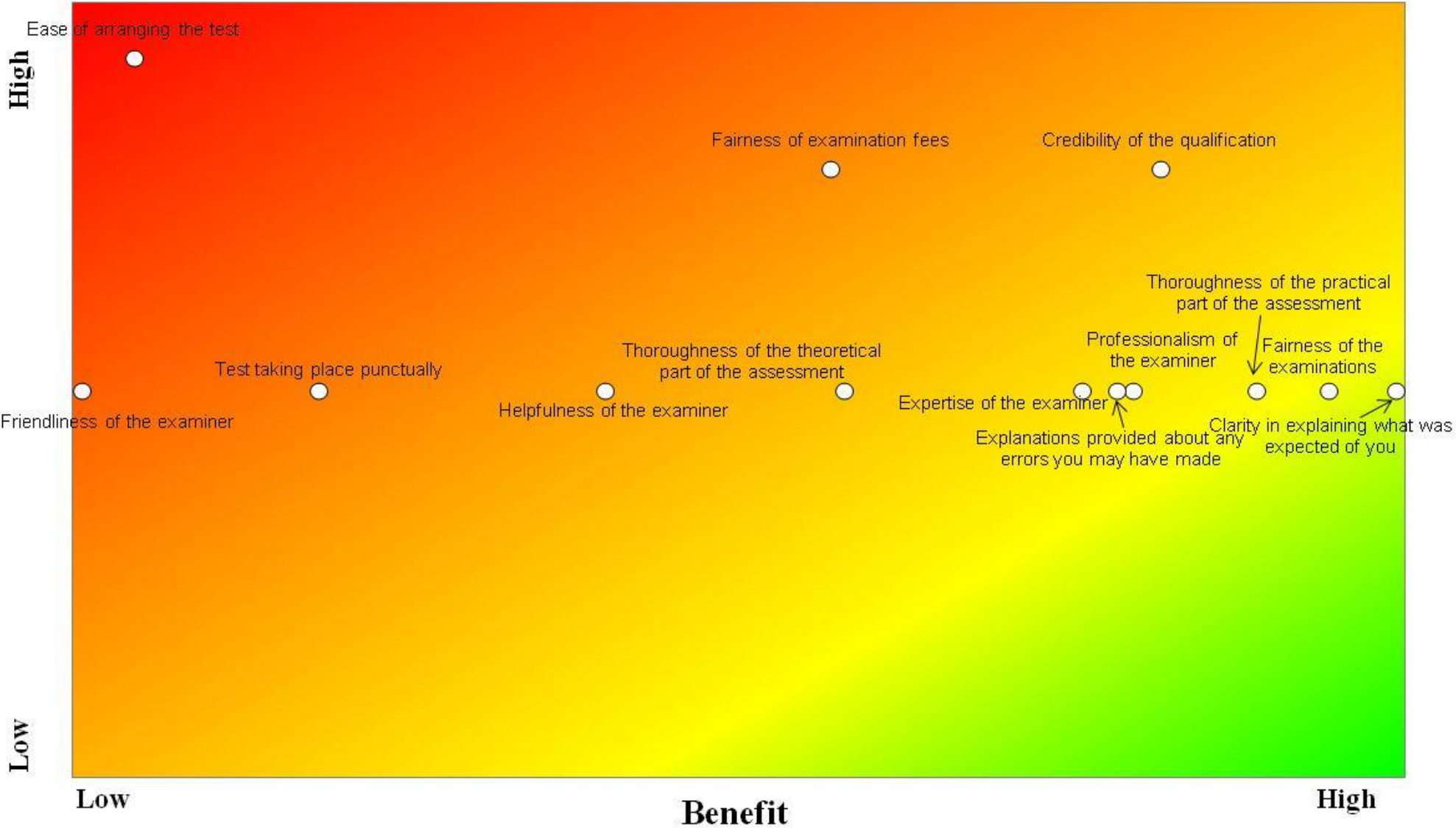
7.5 Business impact

Some PFIs will be more difficult, more time consuming and more costly to address than others. We are certainly not advocating avoidance of difficult issues but do believe it important to adopt at least one PFI which 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 which 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 measures 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 measure, as determined by the satisfaction gap.

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

Investment



7.6 Priorities for Improvement

To continue to achieve continuous improvement in the satisfaction index it will be important to eliminate situations in which customers will give low scores and to maximise the situations in which they will award top scores.

The survey is focused strongly on the examiner and for them to be seen to be professional, expert, and helpful the following are identified as the Key Performance Indicators. Achieving consistently outstanding satisfaction on these measures will have the greatest impact on the Index.

- Clarity in explaining what was expected of you**
- Thoroughness of the practical part of the assessment**
- Fairness of the examinations**
- Explanations provided about any errors you may have made**

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	Importance				Standard Deviation	Satisfaction				Standard Deviation	Impact			
	2009	2010	2011	2012		2009	2010	2011	2012		2009	2010	2011	2012
Ease of arranging the test	7.81	7.78	7.87	8.13	1.77	8.96	9.09	8.93	8.98	1.34	0.44	0.41	0.40	0.41
Test taking place punctually	8.56	8.39	8.50	8.74	1.53	9.43	9.54	9.39	9.39	1.06	0.45	0.30	0.37	0.38
Friendliness of the examiner	8.28	8.38	8.30	8.33	1.78	9.06	9.32	9.25	9.23	1.45	0.55	0.48	0.52	0.53
Helpfulness of the examiner	8.74	8.86	8.70	8.81	1.50	9.02	9.21	9.14	9.14	1.46	0.60	0.55	0.58	0.57
Professionalism of the examiner	9.61	9.62	9.60	9.63	0.73	9.34	9.44	9.40	9.39	1.36	0.62	0.60	0.57	0.57
Expertise of the examiner	9.61	9.68	9.69	9.67	0.67	9.52	9.58	9.53	9.48	1.12	0.54	0.53	0.56	0.50
Clarity in explaining what was expected of you	9.45	9.43	9.41	9.45	0.88	8.88	9.00	8.98	8.92	1.51	0.57	0.62	0.56	0.55
Thoroughness of the theoretical part of the assessment	8.75	8.64	8.75	8.82	1.31	8.74	8.88	8.89	8.89	1.34	0.52	0.54	0.50	0.46
Thoroughness of the practical part of the assessment	9.39	9.40	9.39	9.42	0.88	8.91	9.06	9.04	9.04	1.30	0.60	0.61	0.54	0.57
Fairness of the examinations	9.56	9.58	9.56	9.59	0.83	9.01	9.22	9.10	9.13	1.50	0.66	0.66	0.64	0.58
Explanations provided about any errors you may have made	9.28	9.27	9.23	9.31	1.02	9.04	9.02	9.02	9.08	1.50	0.61	0.52	0.57	0.52
Credibility of the qualification	9.40	9.42	9.45	9.40	1.20	9.03	9.14	9.05	9.13	1.35	0.53	0.50	0.43	0.50
Fairness of examination fees	8.24	8.04	8.23	8.27	1.70	8.49	8.46	8.34	8.36	1.70	0.52	0.47	0.46	0.41

