

WELCOME TO TODAY'S TRAINING!

TEN WAYS TO MEASURE AND IMPROVE
BUSINESS CUSTOMER SATISFACTION
WITH YOUR SERVICES!

PRESENTED BY
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ROBBIN AND ASSOCIATES

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MEASURES OF BUSINESS CUSTOMER SATISFACTION

1. WHAT ARE THE RESULTS OF YOUR MASS MARKETING EFFORTS ON THE NAME RECOGNITION OF YOUR ORGANIZATION AND ON THE AMOUNT AND DEPTH OF ENGAGEMENT OF THE FOLLOW UP RESPONSES?
 - A. USE LOCAL MARKETING INDUSTRY STANDARDS TO COMPARE WITH YOUR RESULTS AND SET GOALS AND STANDARDS FOR YOUR EFFORT
 - B. USE A FOLLOW UP PHONE SURVEY AND ON-SITE BUSINESS ASSOCIATION MEETING SURVEYS TO GAUGE NAME RECOGNITION
 - C. HOW MANY RESPONSES DID YOU GET? WHAT PERCENTAGE WAS THIS OF YOUR TOTAL EFFORT?
 - D. WHAT LEVEL OF DEPTH OF ENGAGEMENT DID THE RESPONSES PRODUCE I.E. PHONE INQUIRIES, EMAILS, MEETINGS, ACTUAL USE OF YOUR SERVICES, REPEAT USE OF YOUR SERVICES ETC.
 - E. WERE ANY OF THE RESPONSES PARTICULARLY SIGNIFICANT IN TERMS OF IMPACT OF THE RESULTS?

WAYS TO IMPROVE THIS MEASURE

- A. CONSIDER USING PROFESSIONAL MARKETING SERVICES, GRADUATE SCHOOL LEVEL MARKETING PEOPLE OR RETIRED MARKETING PROFESSIONALS
- B. IF YOU DEVELOP YOUR OWN MATERIALS STUDY MARKETING PRINCIPLES AND DON'T CONFUSE MARKETING WITH SALES
- C. CONSIDER DEVELOPING BOTH GENERIC BUSINESS MARKETING MATERIALS AND SECTOR AND/OR SERVICE SPECIFIC MARKETING MATERIALS AND CAMPAIGNS
- D. MAKE YOUR MARKETING "BUZZ" FOR THE BUSINESS AUDIENCE - DON'T MAKE IT FEEL LIKE A GOVERNMENT PUBLICATION!
- E. PRIMARILY SELL IMAGE AND REFERENCES THEN SERVICES
- F. FOCUS GROUP TEST WITH THE **REAL** CUSTOMERS AND BE PREPARED TO START OVER COMPLETELY WITH A NEW APPROACH

2. **WHAT PERCENTAGE OF JOB LEADS THAT YOU GET ARE YOU ABLE TO FILL?**

- A. THE MORE UNFILLED JOB LEADS YOU HAVE THE MORE DISSATISFIED BUSINESS CUSTOMERS WILL BE WITH YOUR SERVICES
- B. WHY ARE YOU GETTING JOB LEADS YOU CAN'T FILL?
- C. ARE YOU OVER MARKETING YOUR CAPACITY TO DELIVER?

WAYS TO IMPROVE THIS MEASURE

- A. MARKET STRATEGICALLY TO YOUR CAPACITY
- B. DON'T OVER PROMISE AND UNDER DELIVER
UNDER PROMISE AND OVER DELIVER
- C. SET A ZERO TOLERANCE FOR UNFILLED JOB LEADS AND DEVELOP THE PUBLIC AND PRIVATE SECTOR LOCAL, REGIONAL AND NATIONAL COLLABORATIONS WITH THE VARIOUS KINDS OF PERSONNEL RESOURCES YOU NEED TO FILL EVERY JOB LEAD

3. **ARE YOUR SERVICES AS FAST AS POSSIBLE?**

- A. SLOW SERVICES MEAN THAT YOU CAN'T SERVE CERTAIN TYPES OF BUSINESSES AND BUSINESS NEEDS
- B. SLOW SERVICES ARE OFTEN ONE OF THE REASONS WORKFORCE ORGANIZATIONS DON'T GET REPEAT BUSINESS FROM MORE BUSINESSES
- C. BEING SLOW MEANS YOU CAN'T MARKET SPEED OF DELIVERY AS A REASON TO DO BUSINESS WITH YOU.

SPEED OF DELIVERY HAS REAL APPEAL TO THE PRIVATE SECTOR AND CONTRADICTS MANY OF THEIR ASSUMPTIONS ABOUT PUBLIC SECTOR, NON-PROFIT AND GOVERNMENT ORGANIZATIONS

- D. WHAT IS THE SPEED OF OTHER PUBLIC AND PRIVATE SECTOR ORGANIZATIONS OFFERING SIMILAR SERVICES AND HOW DO YOU COMPARE TO THEM?

YOUR GOAL SHOULD NOT BE TO EQUAL THEM BUT TO BE THE FASTEST WITH THE HIGHEST QUALITY OF ORGANIZATIONS PROVIDING SIMILAR SERVICES

WAYS TO IMPROVE THIS MEASURE

- A. DON'T TAKE YOUR CURRENT SPEED AS A GIVEN!
YOUR TRADITIONAL PACE OF WORKING IS YOUR ENEMY

- B. MAKE SPEED A MEASURABLE GOAL AND MONITOR TO MAKE SURE
QUALITY IS MAINTAINED WHILE SPEED IS INCREASED

- C. CONSIDER HOW HIGH AND LOW TECHNOLOGY, SPACE,
STRUCTURE, SYSTEM CHANGE, ELIMINATION OF STEPS AND
CHANGES IN ROLES AND RESPONSIBILITIES CAN BE USED TO
IMPROVE SPEED

- D. CREATE A SPEED OF DELIVERY TASK FORCE TO DEVELOP WAYS
TO STREAMLINE THE DELIVERY OF SERVICES TO BUSINESSES

- E. GET PRIVATE SECTOR BUSINESS VOLUNTEERS TO LOOK AT WHAT
CAN BE DONE TO IMPROVE THE SPEED OF YOUR BUSINESS
SERVICES DELIVERY

- F. MAKE BEING A BUSINESS SERVICE EXPEDITER EVERYONE'S
RESPONSIBILITY AND THE SPECIFIC RESPONSIBILITY OF A
MANAGEMENT PERSON

REWARD AND RECOGNIZE PEOPLE THAT COME UP WITH
INNOVATIVE SPEED OF DELIVERY IMPROVEMENTS

4. **WHAT PERCENTAGE OF PEOPLE THAT HAVE BEEN INTERVIEW TRAINED AND ARE REFERRED TO JOBS THAT YOU HAVE SOLICITED GET HIRED?**

- A. PRIVATE SECTOR PLACEMENT STANDARD IS AVERAGE OF ONE OUT OF FOUR AND AT CUTTING EDGE BUSINESSES ONE OUT OF THREE - HOW DO YOU COMPARE?

BUSINESSES WILL NOT WANT TO SEE CANDIDATES FROM ORGANIZATIONS THAT PERPETUALLY AREN'T HIRED OR COMPETITIVE

- B. THIS MEASURE IMPACTS BOTH CASE MANAGEMENT AND BUSINESS SERVICE REPRESENTATIVES

- B. IS JOB SEARCH SKILLS TRAINING IMPROVING SO THAT INCREASING PERCENTAGES OF PEOPLE THAT GO FOR INTERVIEWS GET HIRED

- C. ARE BUSINESS SERVICE REPRESENTATIVES GETTING THE RIGHT INFORMATION TO IMPROVE THEIR MATCHMAKING RATE?

- D. ARE MOCK INTERVIEWS REALLY WORKING?

WAYS TO IMPROVE THIS MEASURE

- A. MAKE SURE THE TEACHING OF INTERVIEWING AND JOB SEARCH SKILLS REALLY SPEAKS TO THE REAL AND CURRENT PRIVATE SECTOR MIND SET OF YOUR LOCAL LABOR MARKET.

IF INTERVIEW TRAINING IS IN PART A CASE MANAGEMENT FUNCTION, IS CASE MANAGEMENT BEING DONE FROM A SOCIAL WORK PERSPECTIVE OR A HUMAN RESOURCES PERSPECTIVE?

- B. ARE THE BUSINESS SERVICE REPRESENTATIVES TRAINED AND EFFECTIVE IN GATHERING ALL THE INFORMATION NEEDED TO MAKE A GOOD MATCH OR ARE THEY USING SHALLOW MATCH CRITERIA AND MISSING KEY ELEMENTS OF THE HIRING AGENDA?

- C. HAVE CASE MANAGERS AND BUSINESS SERVICE REPRESENTATIVES JOB SHADOW PRIVATE SECTOR PEOPLE THAT INTERVIEW AND MAKE HIRING DECISIONS.

HAVE THEM TAKE ON-LINE OR IN-PERSON CLASSES IN PERSONNEL HIRING FUNCTIONS

- D. CREATE A REALITY BASED MOCK INTERVIEW PROCESS

- F. GET THE FEEDBACK OF BUSINESS PEOPLE ABOUT YOUR CANDIDATES MATCH LEVEL AND INTERVIEW SKILLS AND CHANGE YOUR SERVICES ACCORDINGLY

5. **HOW WELL DO THE SERVICES YOU PROVIDE COMPARE TO THE WAY THE BUSINESS WAS ACCOMPLISHING THINGS WITHOUT USING YOUR SERVICES? WHAT IS THE REAL RETURN ON INVESTMENT TO THE BUSINESS FOR USING YOUR SERVICES?**

- A. HOW WELL DO THE PEOPLE THE BUSINESS HIRES THROUGH YOU COMPARE TO THE PEOPLE THEY HIRED ON THEIR OWN OR USING OTHER RESOURCES?

SIMILARLY HOW WELL DO ANY OTHER SERVICES THAT YOU PROVIDE COMPARE WITH WHAT WAS BEING DONE BEFORE?

- B. USE SURVEYS, INTERVIEWS AND FOCUS GROUPS WITH BUSINESS PEOPLE TO GET AT THIS MEASURE
- C. TRACK THE UPWARD MOBILITY AND RETENTION OF YOUR REFERRALS AND ASK HOW THEY COMPARE WITH OTHER PEOPLE THE BUSINESS HIRED FOR THAT POSITION?
- D. WORK WITH THE BUSINESS TO CALCULATE THE DOLLAR FOR DOLLAR RETURN ON INVESTMENT AND ANY OTHER ASPECTS OF RETURN ON INVESTMENT FROM USING YOUR SERVICES

WAYS TO IMPROVE THIS MEASURE

- A. SEE YOUR SERVICES NOT JUST AS PROVIDING A SERVICE, BUT IN THE CONTEXT OF COMPETITION AND ALWAYS THINK ABOUT HOW YOU ARE GOING TO BEAT THE COMPETITION

- B. LOOK FOR EVERY OPPORTUNITY TO GET FEEDBACK FROM THE BUSINESS PERSON THAT WILL HELP YOU IMPROVE YOUR WORK

- C. GET RID OF YOUR EGO AND BECOME THE STUDENT OF YOUR BUSINESS CUSTOMER

- D. ANALYZE THE VARIOUS ASPECTS OF RETURN ON INVESTMENT BUSINESS PEOPLE GET WHEN THEY WORK WITH YOU

- E. DON'T TAKE AN "IF IT ISN'T BROKE DON'T FIX IT" ATTITUDE

ASSUME IT'S ALWAYS BROKEN AND ALWAYS FIX IT!

- F. MAKE PERPETUAL IMPROVEMENT PLANNING A PART OF YOUR WORK

DON'T START WORK WITH A NEW BUSINESS CUSTOMER WITHOUT KNOWING HOW YOU ARE GOING TO DO IT BETTER THAN YOU DID WITH THE LAST BUSINESS CUSTOMER

6. **WHAT IS YOUR RATE OF REPEAT AND EXPANDED BUSINESS AND INCREASED DEPTH OF RELATIONSHIP?**

- A. WHAT PERCENTAGE OF YOUR CUSTOMERS COME BACK FOR MORE OF THE SAME SERVICE?

- B. WHAT PERCENTAGE OF YOUR CUSTOMERS ASK ABOUT USING ANOTHER ONE OF YOUR SERVICES?

- C. WHAT PERCENTAGE END UP USING ONE, TWO, THREE, FOUR ETC. OF YOUR SERVICES?

- D. DO BUSINESSES ASK YOU ABOUT SERVICES THAT YOU DON'T CURRENTLY PROVIDE?

DO THEY WANT YOU TO DO MORE FOR THEM?

- E. WHAT PERCENTAGE OF BUSINESSES THAT HAVE USED YOUR SERVICES ARE INTERESTED IN DOING JOINT PROJECTS OR GETTING MORE INVOLVED WITH YOU I.E. BEING ON YOUR BOARD, DOING A TRAINING PROJECT, PRODUCING A JOB FAIR, A NEW PROJECT PARTNERSHIP, HAVING THEIR PEOPLE VOLUNTEER IN YOUR ORGANIZATION, DONATION OF MONEY, EQUIPMENT ETC.

WAYS TO IMPROVE THIS MEASURE

- A. DON'T THINK OF THE FIRST USE OF YOUR SERVICES AS THE GOAL
- THINK OF THE ON-GOING AND EXPANDED USE OF YOUR SERVICES AS THE GOAL!

HAVE A LONG TERM REPEAT BUSINESS
FOLLOW UP MARKETING PLAN THAT GOES INTO EFFECT WHILE THEY ARE USING YOUR SERVICES FOR THE FIRST TIME.

- B. DEVELOP A COMPLETE MENU OF SERVICES THAT YOU AND YOUR PARTNERS CAN PROVIDE BUT DON'T OVERWHELM THE BUSINESS PERSON WITH EVERYTHING YOU CAN DO.

OFFER THE NEXT SERVICE IN THE ORDER THAT WILL SOLVE THEIR NEXT MOST PRESSING PROBLEM.

- C. KEEP TRACK OF WHAT YOU ARE ASKED TO DO THAT YOU DON'T DO AND CONSIDER HOW YOU CAN DO IT OR PARTNER WITH THAT SERVICE TO GIVE THE BUSINESS WHAT THEY WANT

- D. DON'T BE AFRAID OF ASKING THEM ABOUT MORE ENGAGEMENT WITH YOUR ORGANIZATION - IF THEY REFUSE OR HESITATE WHAT WAS WRONG WITH THEIR FIRST EXPERIENCE OR WITH WHAT YOU ASKED FOR OR HOW YOU ASKED?

- E. ASSUME THAT SOMETHING IS WRONG OR KNOW THE REASON IF YOU DON'T GET REPEAT BUSINESS AND USE MORE METHODS FOR EVALUATING CUSTOMER SATISFACTION WITH THE FIRST USE OF YOUR SERVICES

7. **WHAT PERCENTAGE OF BUSINESSES THAT USE YOUR SERVICES ARE WILLING TO GIVE YOU PERMISSION TO USE THEIR NAME AS A REFERENCE AND HELP YOU MARKET YOUR SERVICES IN OTHER WAYS?**
- A. SELL THE ADVANTAGE OF THIS NO-COST PUBLICITY
 - B. WATCH FOR HESITATION, AVOIDANCE OR PROCRASTINATION THAT MAY INDICATE LOW SATISFACTION WITH YOUR SERVICES
 - C. WILL THEY GIVE YOU A REFERENCE QUOTE?
HOW GOOD IS THE REFERENCE QUOTE?
 - D. WILL THEY BE A REFERENCE CONTACT PERSON?
 - E. WILL THEY PUT YOUR INFORMATION OUT IN THEIR BUSINESS?
 - F. WILL THEY INVITE YOU OR AGREE TO LET YOU SPEAK AT A BUSINESS ASSOCIATION MEETING
 - G. WILL THEY LINK YOUR WEB SITE TO THEIRS?
 - H. WHAT OTHER THINGS CAN THEY DO IF THEY ARE TRULY SUPPORTIVE OF YOUR WORK AND SATISFIED WITH IT?

WAYS TO IMPROVE THIS MEASURE

- A. USE MEANINGFUL EARLY INDICATORS OF THE LEVELS OF BUSINESS SATISFACTION WITH YOUR SERVICES

- B. INVITE CRITICISM AND BE APPROPRIATELY PERSISTENT ABOUT IT WHEN PERMISSION FEELS LIKE IT IS BEING DENIED

- C. MAKE SURE PERMISSION IS BASED ON CURRENT EXPERIENCE

- D. ASK EVERY CUSTOMER TO DO THIS (EXCEPT FOR ONES WHERE YOUR SERVICES HAVE FAILED)

- E. DEVELOP A LIST OF OTHER THINGS YOU CAN ASK FOR THAT WILL ENABLE THIS BUSINESS TO SHOW THEIR SUPPORT FOR YOUR WORK AT THE SAME TIME HELPING YOU EXPAND YOUR CONNECTIONS AND REPUTATION IN THE BUSINESS COMMUNITY

PICK FROM THE LIST AND ASK FOR ONE THING

- E. KEEP TRACK OF THE PERCENTAGE OF TIMES YOU GET ACCEPTED AND TURNED DOWN AND WATCH FOR YOUR ACCEPTANCE NUMBERS TO GO UP

8. **WHAT AMOUNT OF BUSINESS TO BUSINESS REFERRALS DO YOU RECEIVE FROM BUSINESSES THAT HAVE USED YOUR SERVICES?**

- A. DON'T EXPECT BUSINESSES TO REFER THEIR COMPETITION TO YOU BUT DO EXPECT THEM REFER OTHER BUSINESSES IF THEY ARE PLEASED WITH YOUR SERVICES
- B. WORD OF MOUTH IS STILL THE MOST POWERFUL MARKETING TOOL
- C. WHEN BUSINESSES ARE REFERRED TO YOU WHAT DO THEY SAY THE REFERRING BUSINESS SAID ABOUT YOU?
- D. ARE YOU THANKING BUSINESSES FOR THEIR REFERRALS?

WAYS TO IMPROVE THIS MEASURE

- A. BE PROACTIVE IN GETTING BUSINESS TO BUSINESS REFERRALS - IF IT ISN'T OFFERED ASK ABOUT IT BUT CONSIDER WHY IT DIDN'T HAPPEN ON IT'S OWN
- B. WORK INDUSTRY, GEOGRAPHY, BUSINESS ASSOCIATION, SUPPLIER, CUSTOMER AND OTHER TYPES OF MUTUAL CONNECTIONS
- C. A TOTAL LACK OF THESE TYPE OF REFERRALS INITIATED BY BUSINESS PEOPLE SHOULD BE TAKEN AS A SERIOUS SIGN OF A PROBLEM
- D. BE OPEN ABOUT ASKING BUSINESS PEOPLE WHY THEY HAVEN'T REFERRED ANYONE TO YOU

9. **WHAT IS YOUR DISSATISFIED
BUSINESS CUSTOMER RECAPTURE RATE?**

- A. PROBABLY EVERY PRODUCT AND SERVICE WILL FAIL AT SOME POINT
- B. ONE FAILURE CAN EASILY COST YOU YOUR REPUTATION
- C. ARE YOU TREATING FAILURE AS A SIGN OF NEEDING TO CHANGE WHAT YOU DO?
- D. THE DISSATISFIED CUSTOMER CAN BE WON BACK!

WAYS TO IMPROVE THIS MEASURE

- A. CHANGE WHAT YOU DO IN RESPONSE TO FAILURE
- B. STUDY CUSTOMER SERVICE PRINCIPLES FOR WINNING BACK DISSATISFIED CUSTOMERS
- C. COLLECTIVELY EXAMINE YOUR EXPERIENCE BEING THE DISSATISFIED CUSTOMER THAT WAS OR WASN'T WON BACK
- D. DEVELOP AN IMMEDIATE AND LONG TERM DISAPPOINTED BUSINESS CUSTOMER RECAPTURE PLAN

10. **ARE BUSINESSES WILLING TO PAY YOU FOR SERVICES?**

A. REMEMBER THE BUSINESS ADAGE

"IF IT'S GOOD IT'S WORTH PAYING FOR"

B. ARE YOU SET UP TO ONLY OFFER FREE SERVICES?

C. CAN YOU HAVE A STANDARD AND DELUXE RANGE OF SERVICES?

D. ARE THERE SOME SERVICES OFFERED ONLY ON A FEE BASIS?

E. CAN YOU GET A COMMISSION OR PERCENTAGE OF THE FEE THAT OTHER BUSINESSES GET WHEN YOU REFER BUSINESSES TO THEM?

WAYS TO IMPROVE THIS MEASURE

- A. LEARN WHAT BUSINESSES ARE PAYING FOR ALREADY AND SEE IF YOU CAN BEAT THE COMPETITION IN QUANTITY, QUALITY, PRICE OR OPTIONS

- B. LOOK FOR OPPORTUNITIES TO DEVELOP INNOVATIVE NEW SERVICES AND PRODUCTS THAT BUSINESS PEOPLE WANT

- C. DEVELOP A BUSINESS PLAN FOR YOUR FEE FOR SERVICE ACTIVITIES

- D. DO RESEARCH TO DETERMINE MARKET VALUE IN PRICING

- E. INTRODUCE THIS ENHANCED LEVEL OF SERVICE OR DIFFERENT FEE BASED SERVICES EARLY IN THE PROCESS OF USING YOUR REGULAR SERVICES

- F. CONSIDER HIRING PEOPLE WITH STRONG SALES SKILLS TO MARKET AND SELL THESE PRODUCTS ON A SALARY PLUS COMMISSION BASIS

FEE FOR SERVICE POSSIBILITIES

1. EMPLOYEE AND MANAGEMENT TRAINING IN A WIDE VARIETY OF AREAS SUCH AS TEAMWORK, CUSTOMER SERVICE, DISABILITY AWARENESS, MOTIVATION, DIVERSITY, COMPUTER TECHNOLOGY, SEXUAL HARASSMENT ETC.
2. DEVELOPMENT OF EMPLOYEE HANDBOOKS
3. DESIGN AND DELIVERY OF ORIENTATION SESSIONS
4. WEB SITE DEVELOPMENT
5. INTERVIEW TRAINING
6. VOCATIONALLY FOCUSED ENGLISH AS A SECOND LANGUAGE TRAINING DONE ON-SITE IN PARTNERSHIP WITH A COMMUNITY COLLEGE, COMMUNITY BASED ORGANIZATION OR ESL TEACHER
7. FISCAL SYSTEMS AND RECORD KEEPING ASSISTANCE
8. FEE FOR SERVICE MEMBERSHIP BASED BUSINESS PROBLEM SOLVING GROUPS
9. DEVELOPMENT OF JOB DESCRIPTIONS
10. REFERENCE, DRUG AND PERFORMANCE TESTING
11. SECRET SHOPPER SERVICES WHERE YOUR STAFF PERSON GOES INTO THE BUSINESS AS A CUSTOMER AND EVALUATES CUSTOMER SERVICE
12. MANAGEMENT AND EMPLOYEE COACHING
13. RENTAL OF YOUR SPACE FOR SPECIAL EVENTS
14. BUSINESS FOCUSED JOB FAIRS OR CONFERENCES
15. CONDUCTING EMPLOYEE AND CUSTOMER SATISFACTION SURVEYS
16. LABOR MARKET INFORMATION, PROJECTIONS AND COMPETITION ANALYSIS
17. DEVELOPMENT OF DISASTER AND CRISIS PLANS
18. YOUR LICENSED COUNSELORS WORKING IN AN EMPLOYEE ASSISTANCE PLAN FUNCTION FOR THE BUSINESS
19. LEGAL ELIGIBILITY TO WORK DOCUMENT SCREENING
20. DEVELOPMENT OF INTERNAL CAREER LADDER STRATEGIES AND PROMOTION CRITERIA

SUMMARY

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