



# An Overview of the KPA Appraisal and Implementation Methodology (AIM)

**KPA Ltd.**  
Management Consulting

2008

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## About **KPA**

**KPA Ltd.**  
Management Consulting



## KPA Ltd. Management Consulting

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- **KPA** is an international management consulting firm with offices in Israel and strategic partners in Los Angeles, New York, Paris, Torino and London. Formed in 1990 by Professor Ron Kenett as a partnership, the firm incorporated in 1994.
- The **KPA** staff consists of 30 specialized consultants with expertise in strategic planning, market research, industrial statistics, quality and risk management, business development and human resource management. **KPA** is currently involved in the strategic planning of medium and large companies, in international market research and customer surveys, establishing quality systems and Six Sigma initiatives, organizational development, risk management and change management consulting.

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# The KPA Mission Statement

**“To provide our customers with the expertise required to formulate strategies, concepts and breakthrough business processes that will turn their organizations into leaders in their field.**

**To be known as a center of excellence in modern management methodologies and as a source of research and training in our field.”**

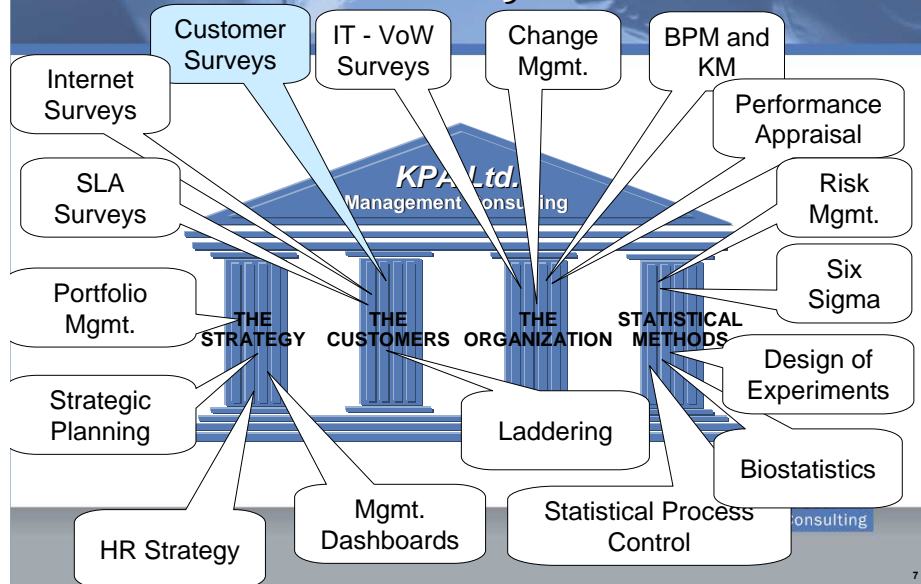


# KPA products and services

- Strategic Planning, Change Management, Six Sigma initiatives, joint ventures and M&A facilitation
- Market Research and Voice of the Customer Surveys
- Organizational Development, Appraisal Systems and Voice of the Workforce Surveys
- Statistical Consulting, Data Mining, Risk Management, Industrial Statistics, Biostatistics

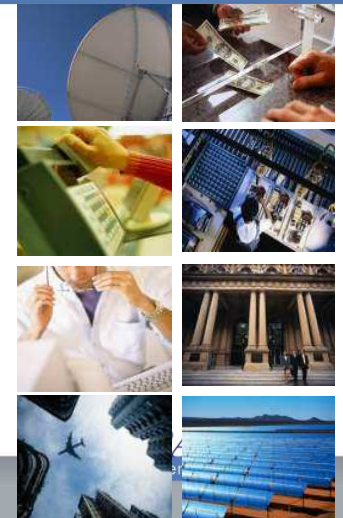


# KPA areas of activity



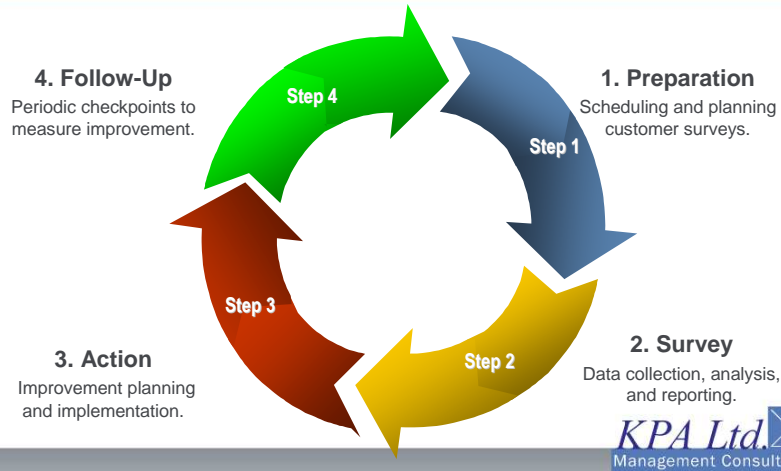
# KPA Customers

- Telecommunications
- Software
- Banking
- Chemicals
- Pharmaceuticals
- Food & Beverage
- Electronics
- Cellular Services
- Health Care
- Education
- Energy
- Transportation

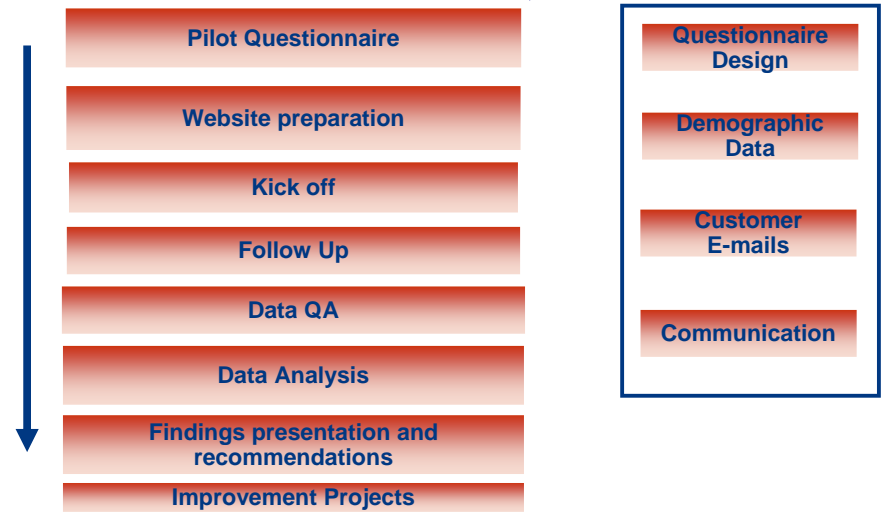




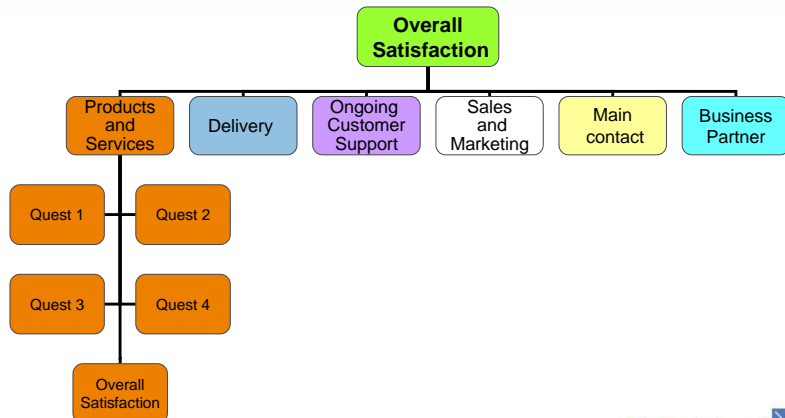
# Customer Feedback Cycle



# The Survey Process



# Questionnaire Design



# KPA Survey Tool (KST)

- Access to survey via a link received on the invitation e-mail.
- Participants management.
- Website may be multilingual.
- Website might have adaptive capabilities: branching, piping, etc.
- Website shall include obligatory questions.
- Multiple pages.
- Question answered by selecting a "radio button" or "check box."
- Free text question for general comments.

# Questionnaire Site (1) Example

Enhancing Life. Advancing Technology.

2%

**Customer Satisfaction Survey 2007**

Dear Customer,

This questionnaire focuses on the following 10 areas of your relationship between Lumens and your company:

- I. Overall Satisfaction
- J. Product and Services
- K. Customer Support
- L. Training
- M. Installation
- N. Project Management
- O. Quality of Product
- P. Documentation
- Q. Project Communication
- R. Project Satisfaction

For each of the questions in the following sections, please let us know your satisfaction level with that topic. If a certain statement is not relevant or non-applicable, please select N/A.

There is also plenty of room to add additional comments or recommendations you may have.

The survey is conducted by KPA, an independent company, and your anonymity will be protected. You have the option to disclose your identity to Lumens.

Thank you for your cooperation!

Continue

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Please contact [education@kpa.co.uk](mailto:education@kpa.co.uk) if you have any questions regarding this survey.



# Questionnaire Site (2) Example

Enhancing Life. Advancing Technology.

30%

**Customer Satisfaction Survey 2007**

8. Thoroughness of the pre-installation activities and discussions with client and delivery team

9. Product and services

10. Project Management

11. Training of your personnel

12. Effectiveness of project management during the process

Very low satisfaction Low satisfaction Average satisfaction High satisfaction Very high satisfaction N/A

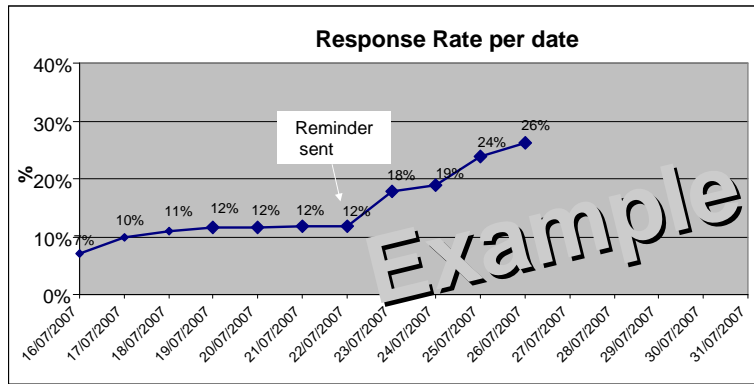
10. Which of the following faces expresses your overall satisfaction with Delivery?

Very Low Low Average High Very High

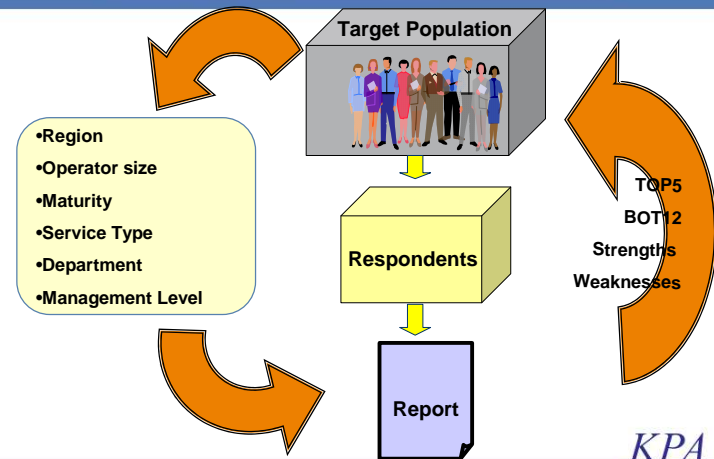
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# Internal Communication Follow-up Process



# Sample Design



# Statistical Control - Representativeness test of returns (M-test)

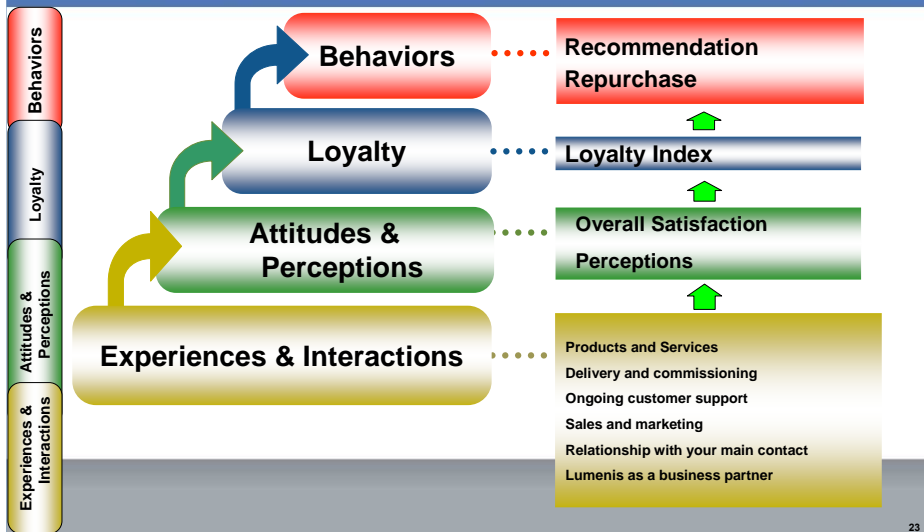
Category	Population	Percentage in population	Expected Number	Actual Received	Standard Deviation	Z	Is signif?
AP	173	35.8%	77	95	7.01	2.57	Marginal Over Representation
LA	120	24.8%	53	27	6.32	-4.11	Under Representation
EMEA	190	39.3%	84	92	7.15	1.12	Appropriate Representation
Total	483	100%		214			

- Statistical tests are run to determine rather the respondents represent the total customer population according to a specific demographic variable which is predefined (country).
- If the tests determine that the respondents do not represent the population by the demographic variable, statistical methods will be implemented to insure correct representativeness .

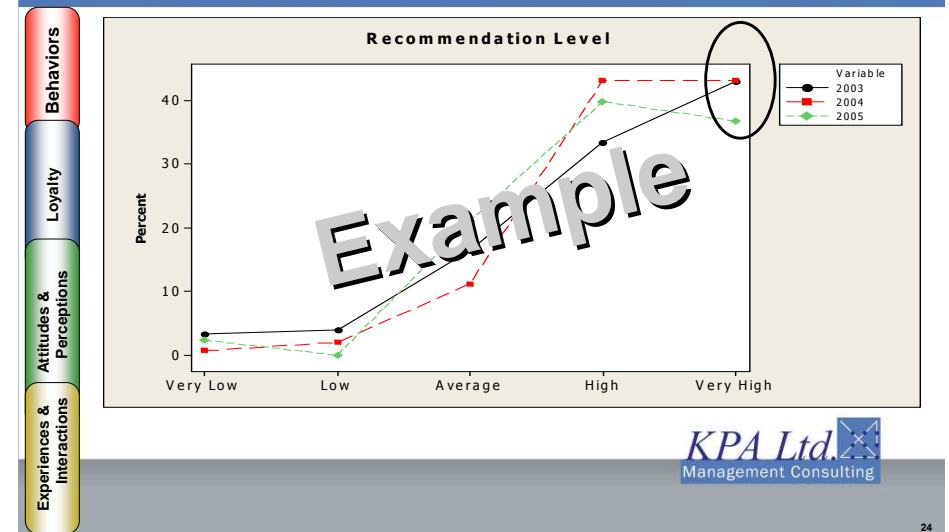


# AIM Analysis Structure

# AIM Analysis Structure

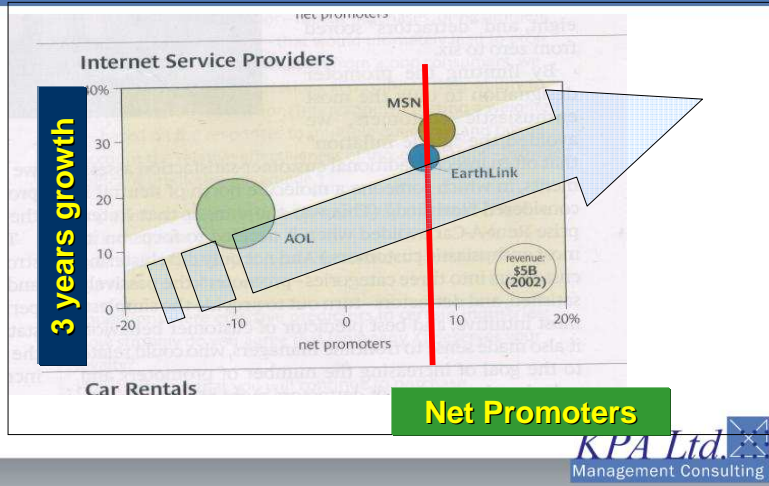


# Recommendation



# Why loyalty?

Behaviors  
Loyalty  
Attitudes & Perceptions  
Experiences & Interactions

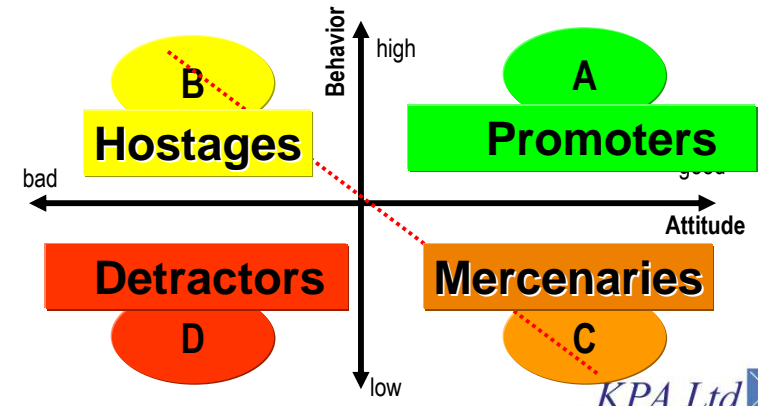


\*F. Reichheld, "The One Number You Need to Grow", Harvard Business Review, December 2003

# Loyalty Index

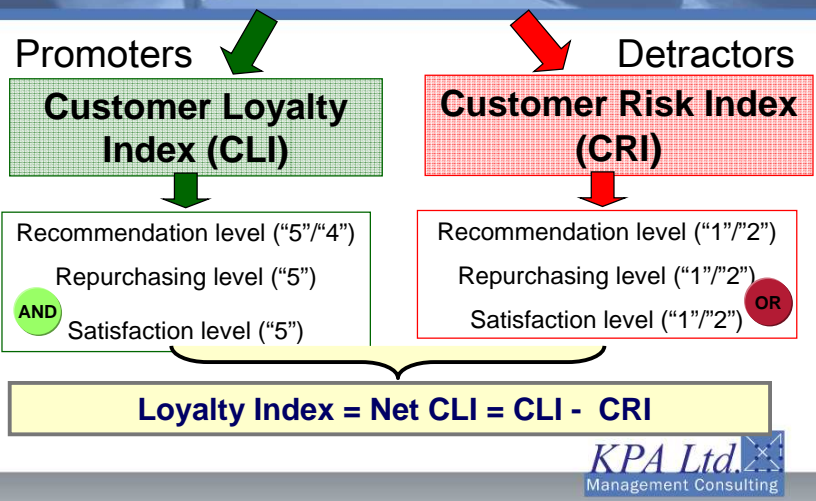
Behaviors  
Loyalty  
Attitudes & Perceptions  
Experiences & Interactions

## Who are our customers?



# Loyalty Index

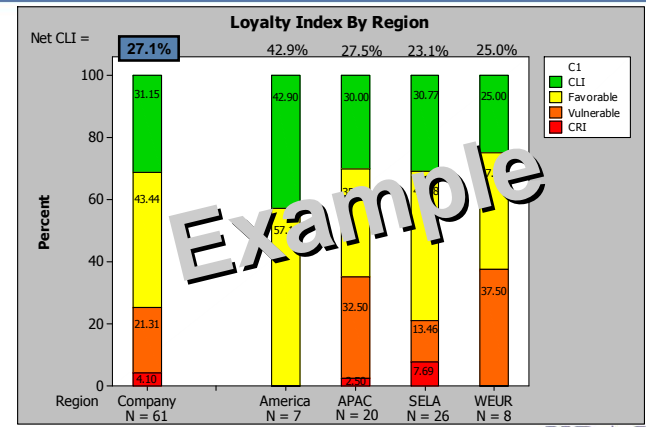
Behaviors  
Loyalty  
Attitudes & Perceptions  
Experiences & Interactions



# Loyalty Index

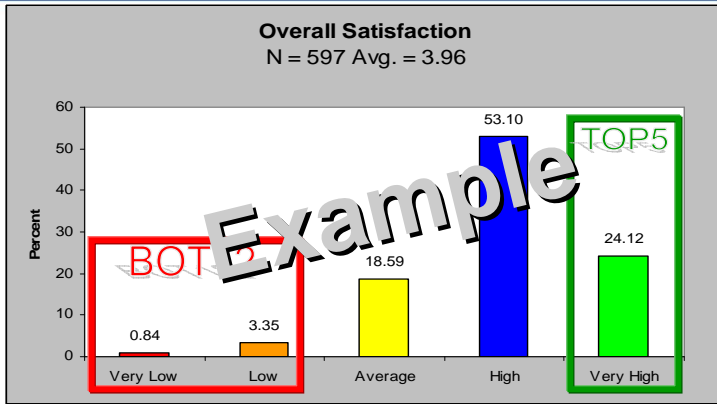
## Total Customer Experience - Net CLI

Behaviors  
Loyalty  
Attitudes & Perceptions  
Experiences & Interactions

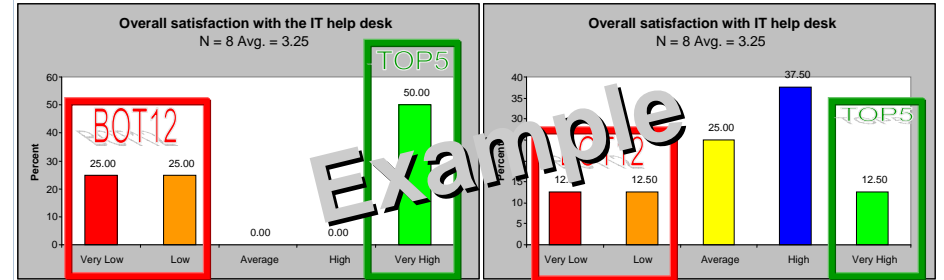


# Overall Satisfaction analysis (including TOP5 & BOT1+2)

- Behaviors
- Loyalty
- Attitudes & Perceptions
- Experiences & Interactions

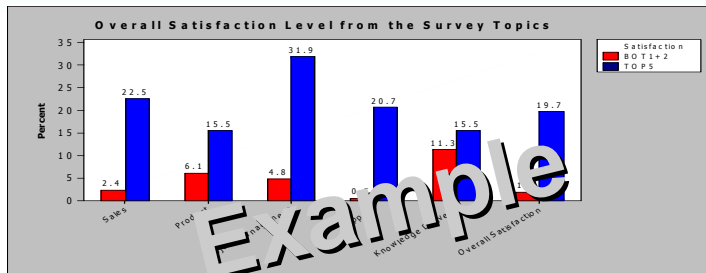


# Average Vs. TOP5 & BOT12



# Satisfaction from topics

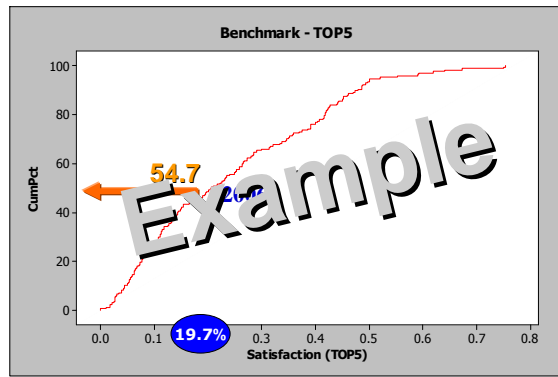
- Behaviors
- Loyalty
- Attitudes & Perceptions
- Experiences & Interactions



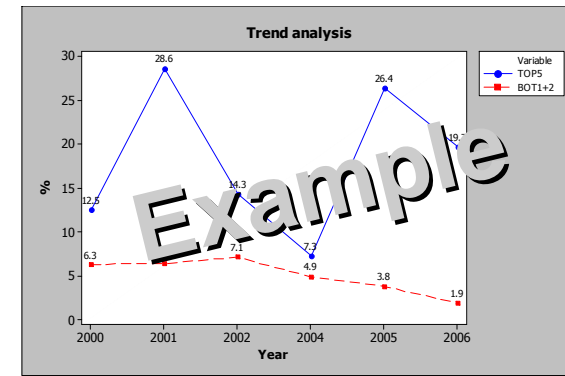
	Sales	Product	Project Management	Support	Knowledge Management	Overall Satisfaction
N	70	71	69	70	71	71
r*	0.711	0.691	0.563	0.576	0.615	--

# AIM Advanced Analysis

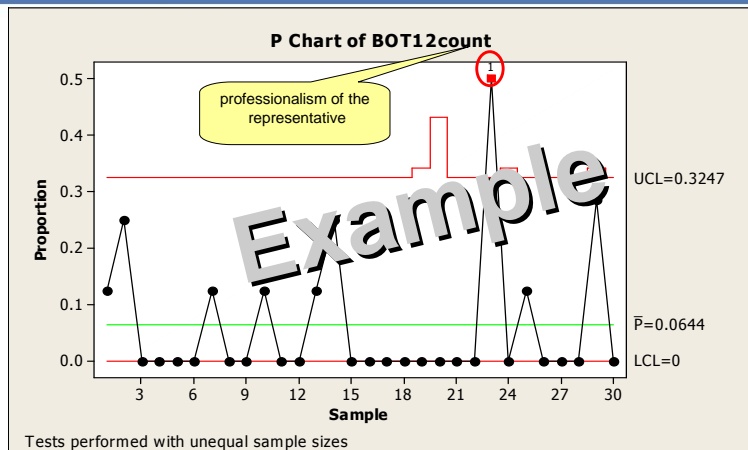
# Overall Satisfaction Level Benchmark – TOP5



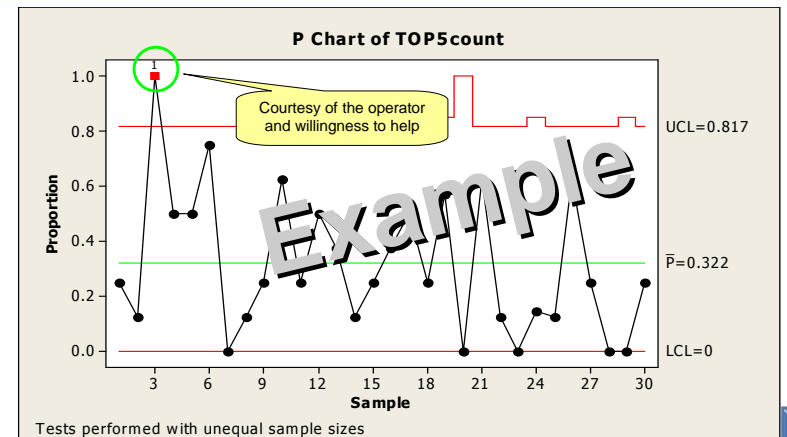
# Overall Satisfaction Trend Analysis



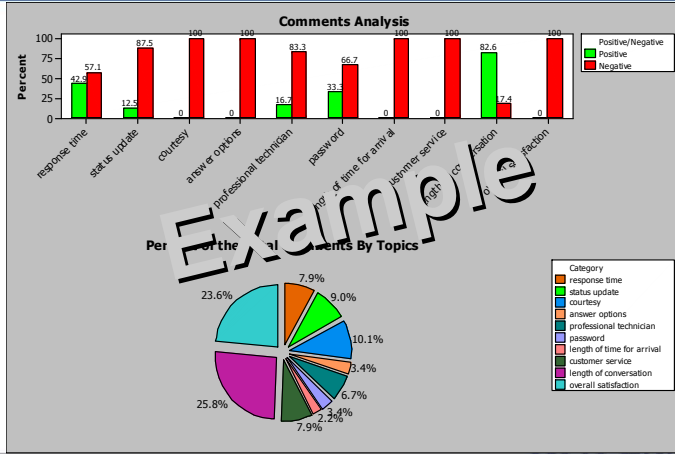
# Statistical Control –BOT1+2 Significance



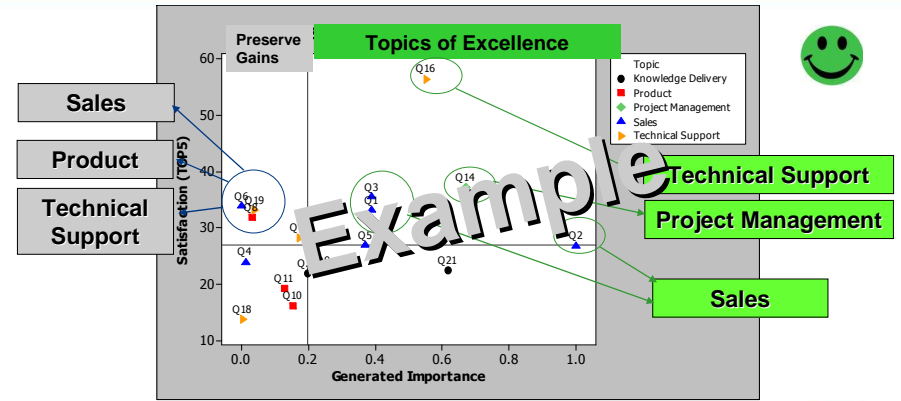
# Statistical Control –TOP5 Significance



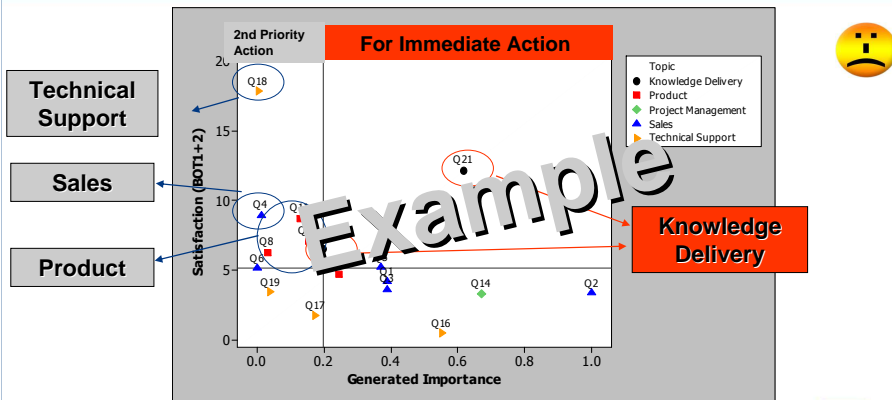
# Comment Analysis - Text Mining



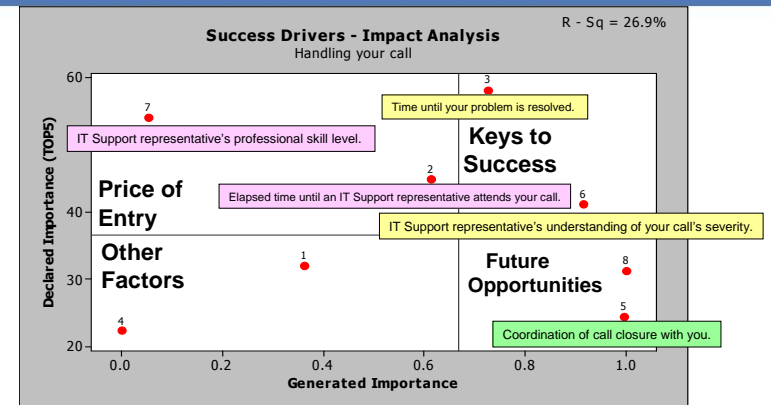
# Strengths



# Weaknesses



# Success Drivers





# Marathon Methodology



# COLPI

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# Improvement Plan

1. Is there an improvement plan?
2. Who owns and maintains the plan?
3. What is the status?
4. Has the status been reviewed at regular checkpoints with the customer during the year?
5. Which customer contacts have received updates?
6. What customer feedback has been received about the implemented improvements?

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## Thank you

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