

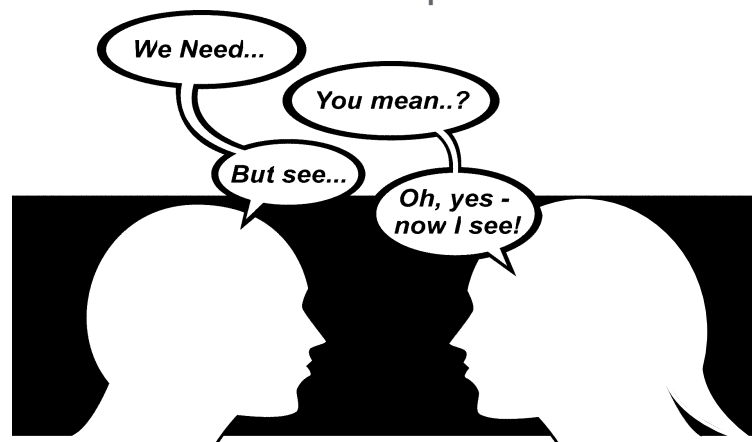
Quantitative Laddering

The model, the implementation, the analysis

Laddering methodology What is the Voice of the Customer?

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The Customers' needs expressed in their own terms



The Customers' behavior observed

Laddering methodology

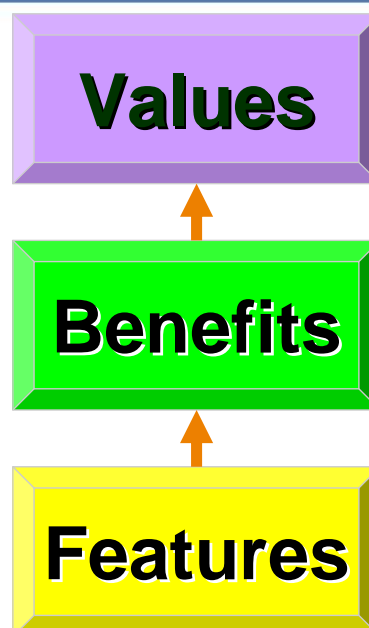
Definition

- Laddering is a combination of qualitative and quantitative techniques who analyze features, benefits and values from service or product/concept.
- The result of a laddering survey is a map showing how features are linked to benefits and values. So we get the picture, it is an aggregated picture from a qualitative survey. This has to be validated and should enable us to link the individual choices to the ladders (links between features-benefits-values).

Laddering methodology

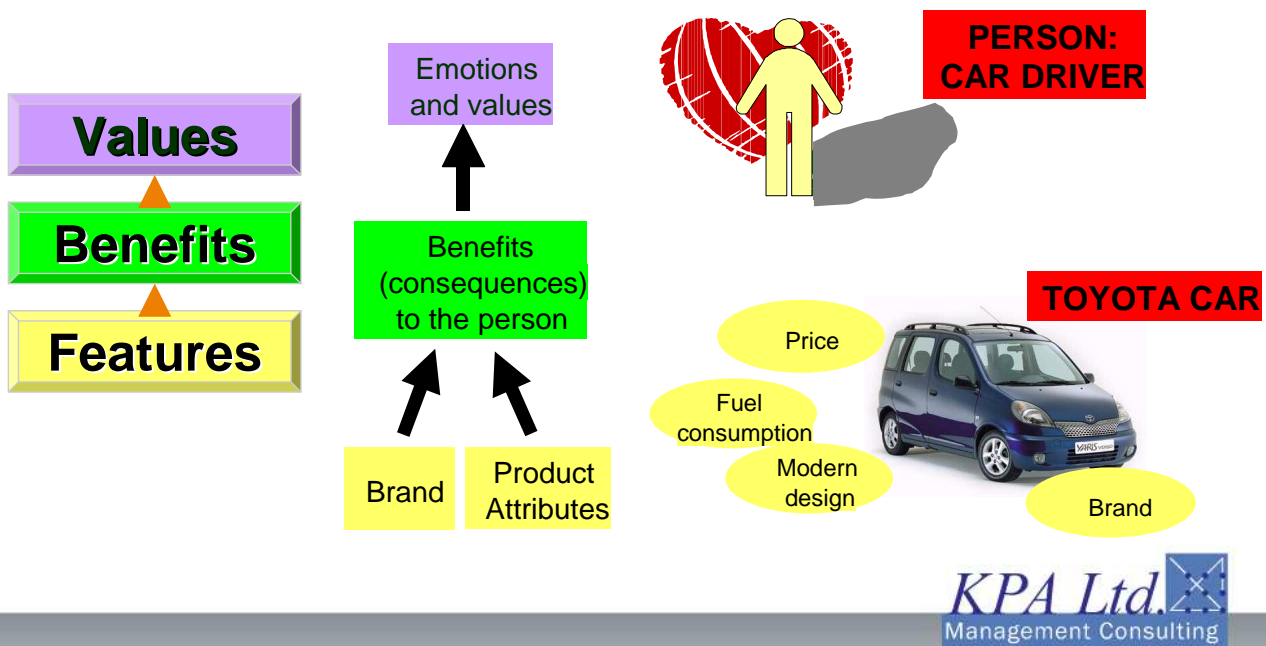
The model

Using laddering, you can uncover what drives the consumer to purchase a certain brand and reveal, at the same time, what is the best way to address this consumer to convince him to buy your product!



Laddering methodology

An example



Laddering methodology

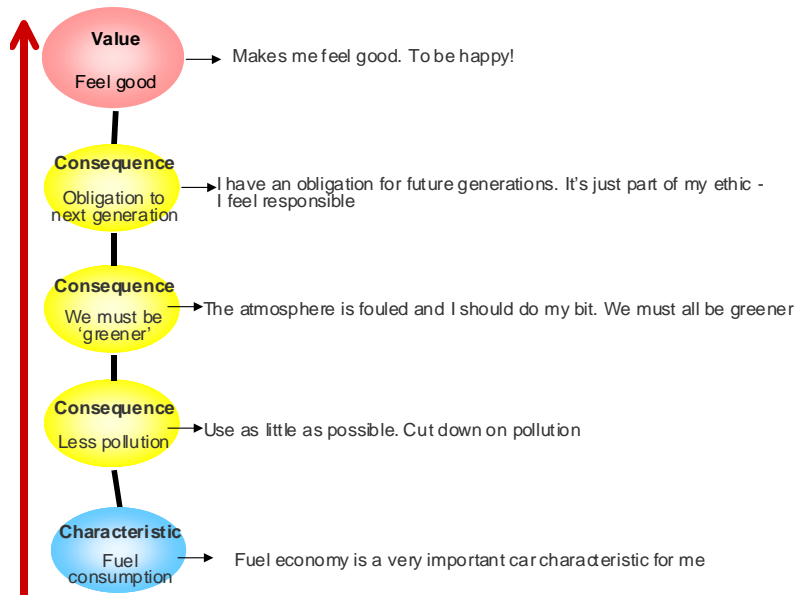
A typical laddering interview

(The interviewer has established that fuel economy (low fuel consumption) is the most important car attribute)

- Q. You stated that fuel economy is important to you. Why is that?
- A. Use as little as possible. Cut down on pollution.
- Q. Can you explain to me why you care about cutting down on pollution?
- A. The atmosphere is fouled enough and I should do my bit. We must all be greener.
- Q. And if you are not greener? What are the consequences for you then?
- A. I have an obligation to for future generations. It just is part of my ethic – I feel responsible.
- Q. Why is this important for you? What is your 'benefit' in this?
- A. Makes me feel good. To be happy!

Laddering methodology

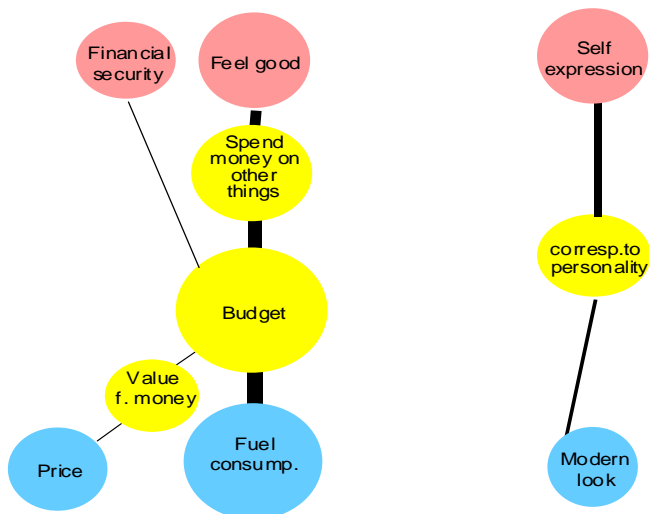
A typical laddering analysis



Individual means-end chain

Laddering methodology

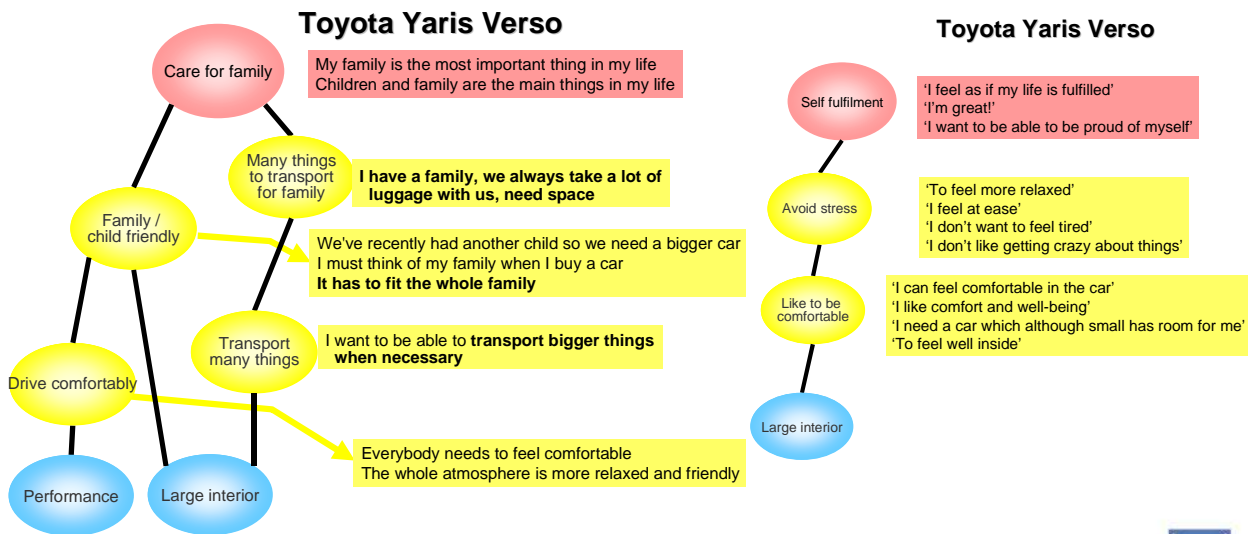
A typical laddering analysis



Individual means-end chain

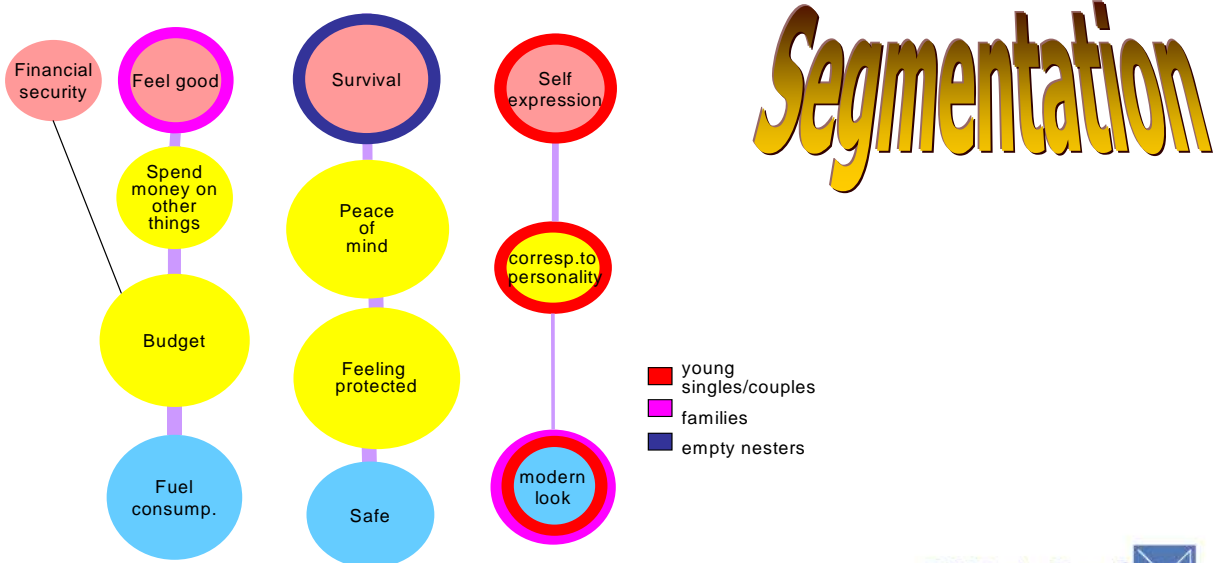
Laddering methodology

A typical laddering analysis



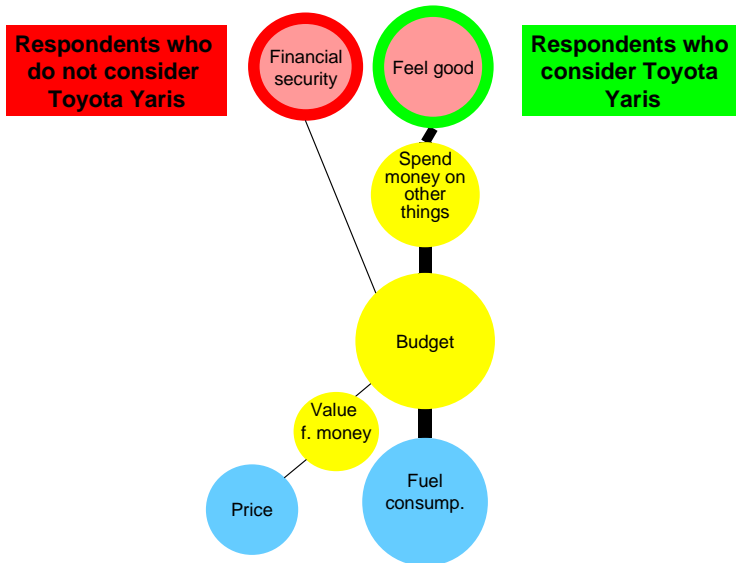
Laddering methodology

A typical laddering analysis



Laddering methodology

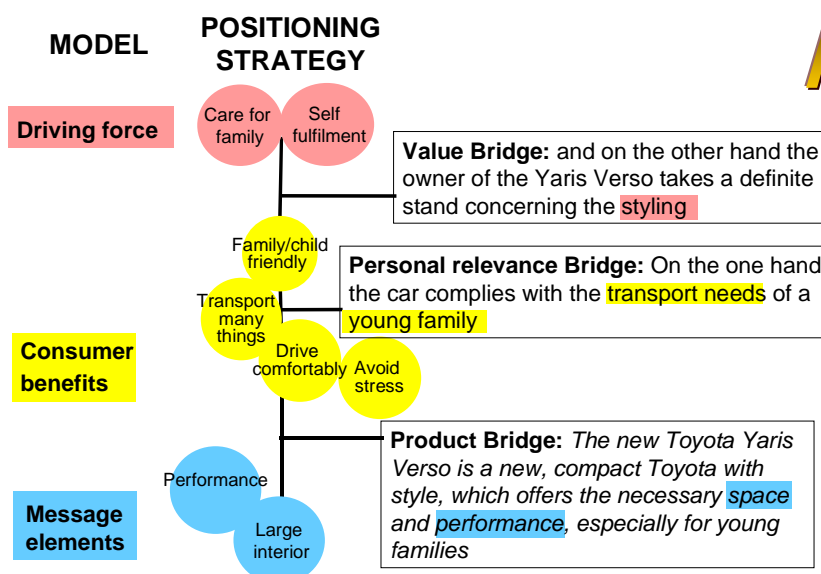
A typical laddering analysis



Prediction

Laddering methodology

A typical laddering analysis



Positioning

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Designing an internal Help Desk *with quantitative laddering*

A Survey of Company Values

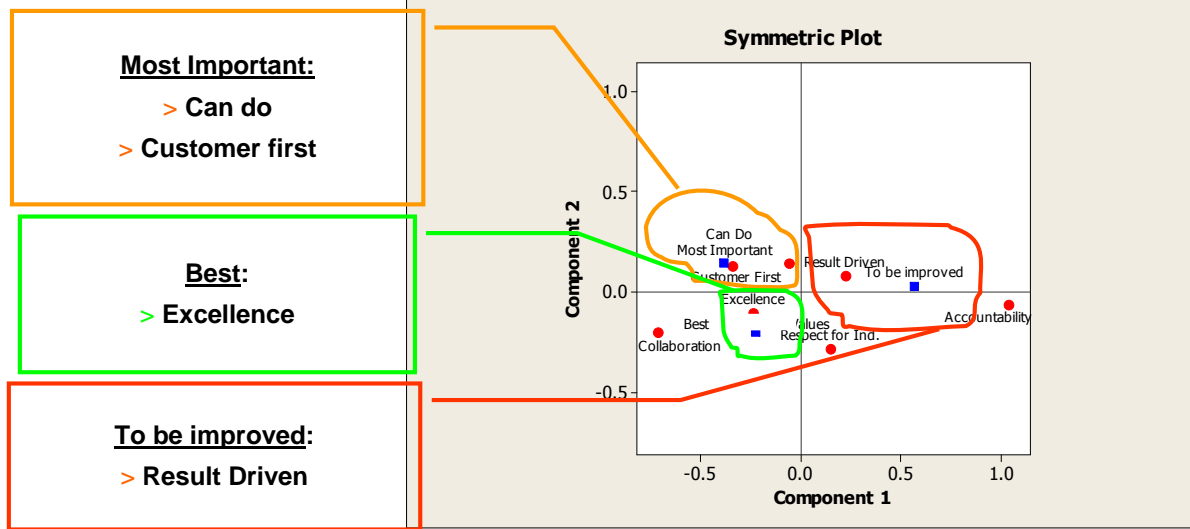
Company Values	Code	Most Important	Best Feature	To be improved	TOTAL
Can Do	D1	5	3	2	10
Customer First	D2	5	3	4	12
Result Driven	D3	4	3	6	13
Excellence	D4	5	5	3	13
Collaboration	D5	2	2	0	4
Accountability	D6	0	1	5	6
Respect for Ind.	D7	1	2	2	5

Correspondence Analysis Overview

Correspondence analysis is a statistical visualization method for picturing the associations between the levels of a two-way contingency table. The name is a translation of the French "Analyses des Correspondances", where the term 'correspondance' denotes a "system of associations" between the elements of two sets. In a two-way contingency table, the observed association of two traits is summarized by the cell frequencies. A typical inferential aspect is the study of whether certain levels of one characteristic are associated with some levels of another. Correspondence analysis displays the rows and columns of a two-way contingency table as points in a low-dimensional space, such that the positions of the row and column points are consistent with their associations in the table. The goal is to have a global view of the data that is useful for interpretation.

Company Values Analysis

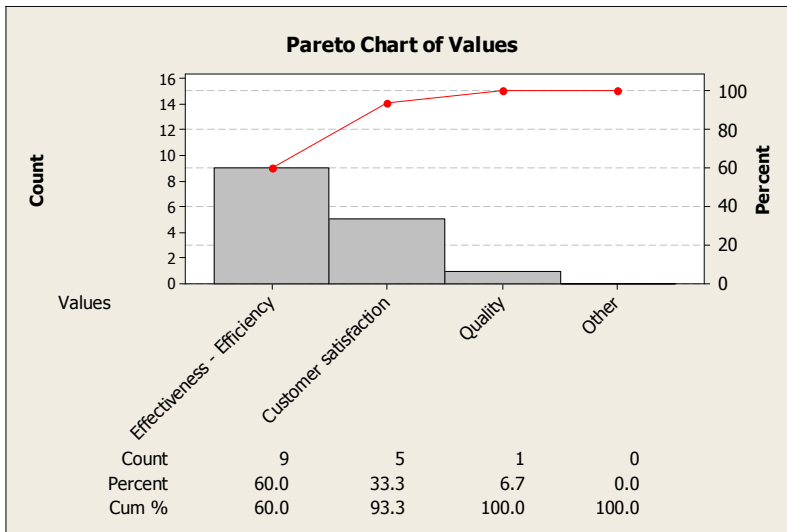
Correspondence analysis of Company Values' contingency table by category



A Survey of Personal Values

Values	Code	Most Important	Best Feature	To be improved	TOTAL
Customer satisfaction	C1	5	4	5	14
Effectiveness - Efficiency	C2	9	4	8	21
Customer information	C3	0	2	0	2
Quality	C5	1	3	0	4
Reliability	C6	0	0	2	2

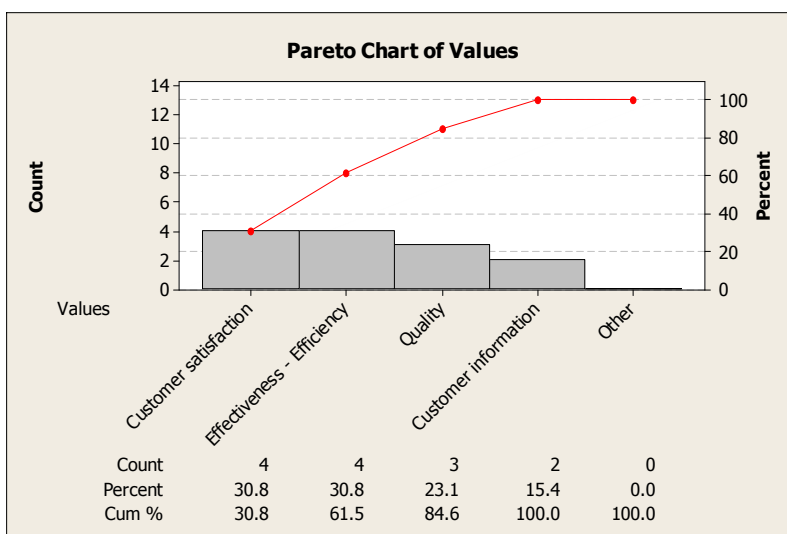
Personal Values – Most Important



Effectiveness/efficiency and customer satisfaction are the most important values (93.3%)



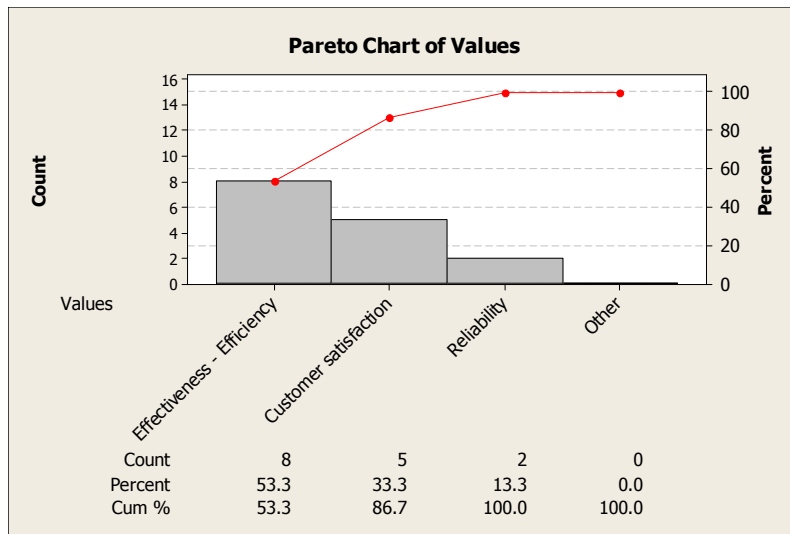
Personal Values – Best



Customer satisfaction and Effectiveness/efficiency and customer satisfaction are the best value (61.5%)



Personal Values – To be Improved



Effectiveness/efficiency and customer satisfaction need to be improved (86.7%)



Personal Values summary

Correspondence analysis of Personal Values' contingency table by category

To be improved:

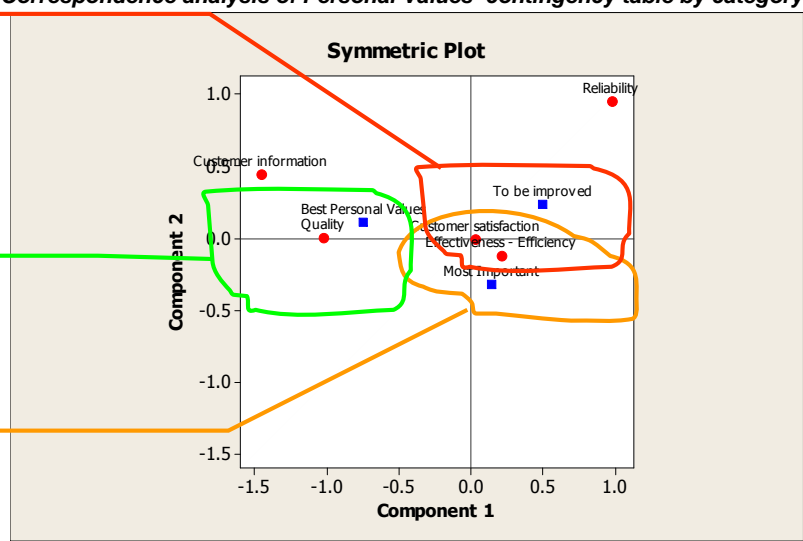
- > Effectiveness/efficiency
- > Customer Satisfaction

Best:

- > Quality

Most Important:

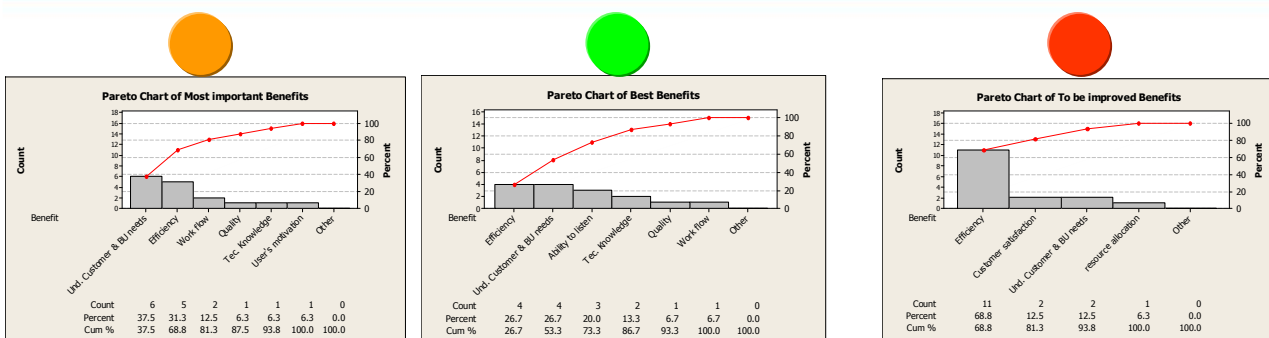
- > Effectiveness/efficiency
- > Customer Satisfaction



Benefits

Benefits	Code	Most Important	Best Feature	To be improved	TOTAL
Efficiency	B1	5	4	11	20
Understanding customer & business needs	B2	6	4	2	12
Quality	B5	1	1	0	2
Ability to listen	B6	0	3	0	3
Customer satisfaction	B8	0	0	2	2
Tec. Knowledge	B9	1	2	0	3
Work flow	B10	2	1	0	3
User's motivation	B11	1	0	0	1
Resource allocation	B13	0	0	1	1

Benefits



Understanding Customer & Business needs and efficiency are the most important benefits (68.8%)

Efficiency and understanding Customer & Business needs and are best benefits (53.3%)

Efficiency needs to be improved (68.8%)

Benefits summary

Most Important:

- > Workflow
- > Understanding Customer needs
- > Quality

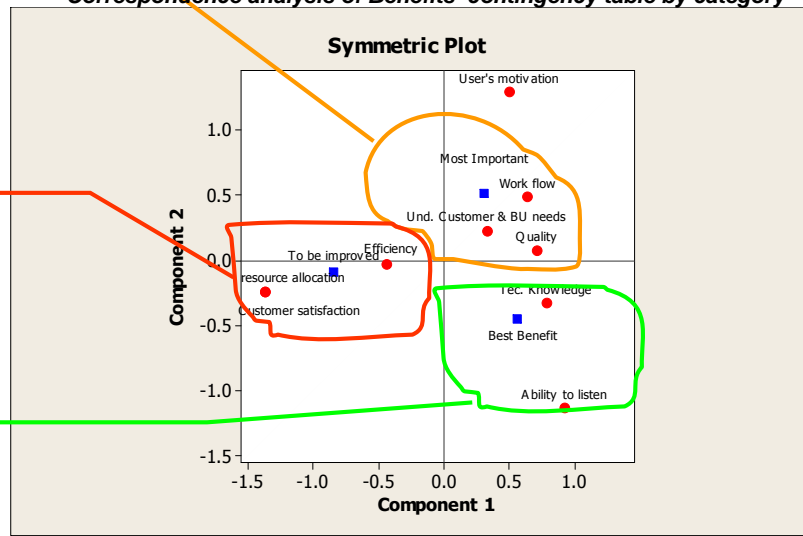
To be improved:

- > Efficiency
- > Resource allocation
- > Customer Satisfaction

Best:

- > Tech. Knowledge
- > Ability to listen

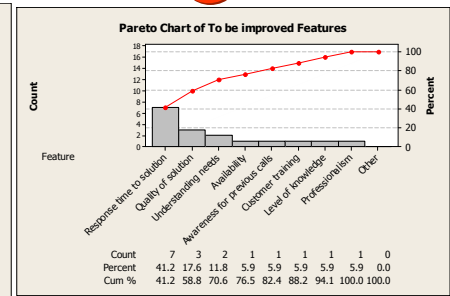
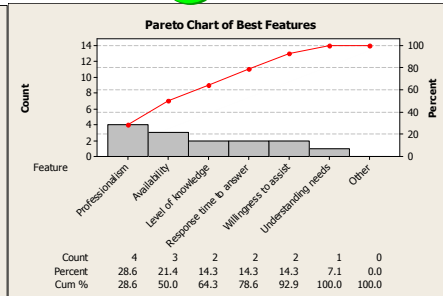
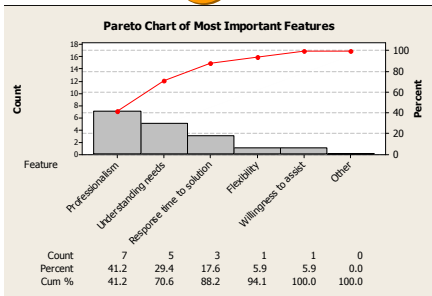
Correspondence analysis of Benefits' contingency table by category



A Survey of Help Desk Features

Feature	Code	Most Important	Best Feature	To be improved	TOTAL
Professionalism	A1	7	4	1	12
Understanding needs	A2	5	1	2	8
Quality of solution	A3	0	0	3	3
Response time to answer	A4	1	2	2	5
Customer training	A6	0	0	1	1
Availability	A7	0	3	1	4
Response time to solution	A8	2	0	5	7
Awareness for previous calls	A9	0	0	1	1
Flexibility	A10	1	0	0	1
Level of knowledge	A11	0	2	1	3
Willingness to assist	A13	1	2	0	3

Features



Professionalism and Understanding needs are most important features (70.6%)

Professionalism and availability are best features (50%)

Response time to solution is the major feature to be improved (41.2%)



Features summary

Most Important:

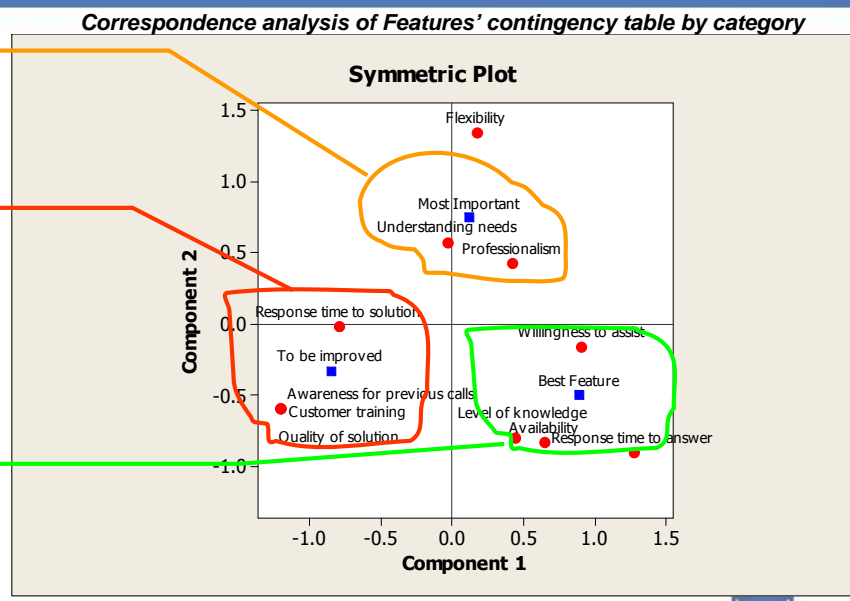
- > Understanding needs
- > Professionalism

To be improved:

- > Response time to solution
- > Quality Solution
- > Awareness of previous calls
- > Customer training

Best:

- > Willingness to assist
- > Level of knowledge
- > Availability

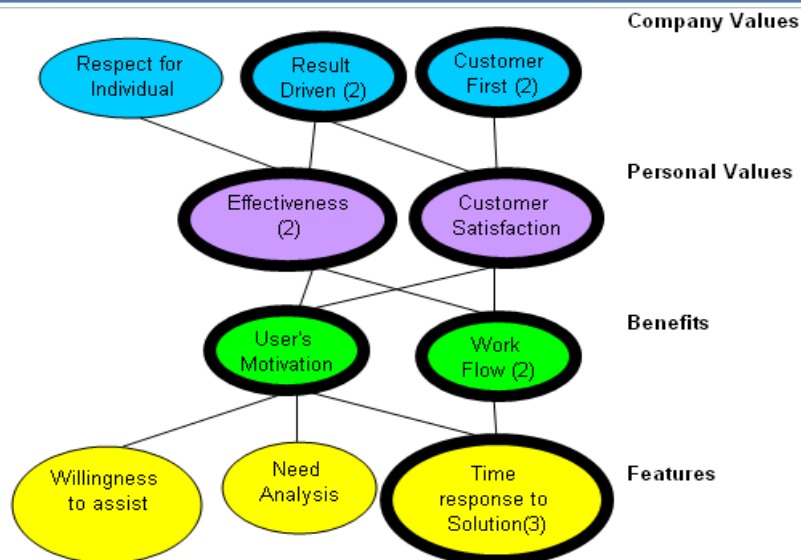


Means-End Chains

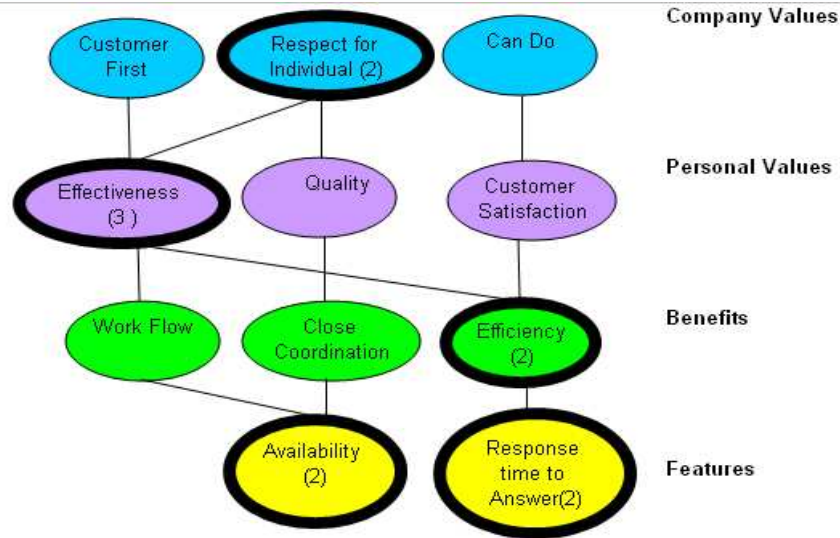
▪ Help Desk Means-End Chains

- ▪ Most important
- ▪ Best
- ▪ To be improved

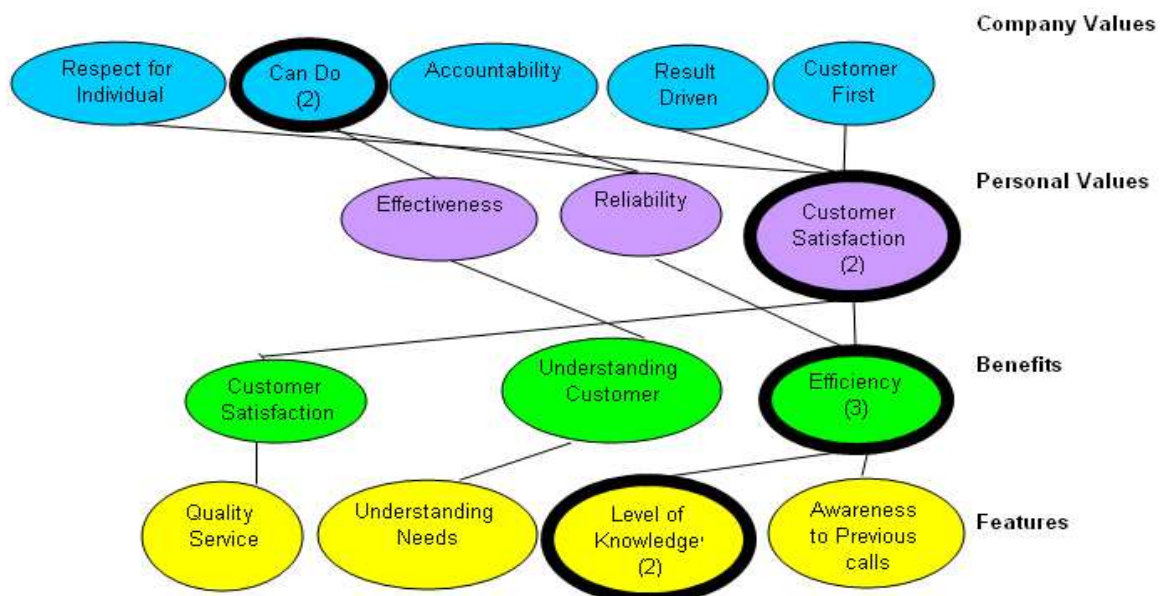
Help Desk Means-End Chains Most Important



Help Desk Means-End Chains Best



Help Desk Means-End Chains To be Improved



Take Away Message

