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An Online Customer Service Survey to Determine Current Levels of Customer Satisfaction at a CrossFit Gym

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An Online Customer Service Survey to Determine Current Levels of Customer Satisfaction at a
CrossFit Gym

by

Sarah Lewis

A Plan B report in partial fulfillment of the requirements for the degree

of

MASTER OF DIETETICS ADMINISTRATION

in

Nutrition, Dietetics and Food Sciences

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Logan, Utah
2012

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ABSTRACT

An Online Customer Service Survey to Determine Current Levels of Customer Satisfaction at a
CrossFit Gym

by

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Utah State University, 2012

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Department: Nutrition, Dietetics and Food Sciences

A study was conducted by researchers from Utah State University at Northland Strength and Conditioning/Combat CrossFit to determine the customer satisfaction levels at a CrossFit gym in Liberty, Missouri. A survey was created and sent to current and previous members and responses were analyzed for trends and areas of strengths and weaknesses in the business. Of 194 surveys sent, 67 (35%) were returned. Data was analyzed using the survey administration platform provided by Constant Contact and also by Excel spreadsheet and statistical analyses.

Several areas of improvement were identified, including advertising opportunities with exterior signage, offering more classes or different class times, and enhancing the customer experience to improve regular attendance rates among members. After analyzing data for age and gender trends using ANOVA, there was found to be a small but statistically significant difference between male and female customer satisfaction, with males being slightly less

satisfied with service than females. There was no difference in satisfaction rates among members based on age.

Further considerations for research at this location would include analyzing the customers' likelihood of referring others to the business and what specific scheduling changes would be most likely to result in increased satisfaction with the gym's class offerings and business hours.

(54 pages)

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CHAPTER I

Statement of Problem:

A flexible, cost-effective customer service training is needed to increase the culture of service and employee participation in that culture of service at Northland Strength and Conditioning/Combat CrossFit (NSC/CCF). In order to prepare the customer service training to target specific needs, an initial assessment of strengths and weaknesses of customer service in the organization is needed.

Purpose and Objectives:

The purpose of this study is to develop a survey of current customer satisfaction to form an initial assessment on which to base future employee training and measure customer service.

Objectives

1. Develop a web-based customer service survey to be administered to current and past gym members.
2. Use the survey data to identify areas of improvement needed in customer service at Northland Strength and Conditioning/Combat CrossFit.

INTRODUCTION

Companies and organizations that seek to grow and prosper in the current and future business climate will likely come to realize that customer service is an integral part of their growth plan. Whether a business handles customers in a face-to-face or phone/web-based capacity, the way in which customers interact with the company all falls under the heading ‘customer service.’ According to one study on the topic, over \$100 billion a year is spent by companies around the world to train their employees on customer service and communication skills (DeSmet, McGurk, and Schwartz 2010). With that kind of expenditure, this area of study is only just growing, rather than a complete subject.

The question of why customer service is worth so much money is addressed by a few findings from Profiles International, a leading customer service and market research company:

- The average unhappy customer will tell 8 to 16 people about it
- Most (91 percent) unhappy customers will never purchase from you again
- It costs five times more to attract a new customer than to keep a current one
- If you make an effort to remedy customers’ complaints, 82-95 percent of the customers who made the complaints will stay with you (Profiles 2011).

Based on those statistics, it is well worth a company’s time and resources, financial or otherwise, to invest in not just customer service training, but a culture of customer service within their organization. Bacall and Associates (2011) defines a culture of customer service as creating an organization where customer service is interwoven in all aspects of the company. Enterprise Rent-a-Car (2012) comments that a culture of customer service is an organization whose employees are committed to and passionate

about going above and beyond customer expectations to produce a completely satisfied customer every time. At NSC/CCF, a culture of customer service means that every customer that interacts with the facility whether it be by phone, Internet or in person, will leave that interaction 100% satisfied through an engaged and passionate staff, clean facility and personal attention to all customers who walk through our door.

Background

NSC/CCF is a micro-gym in a suburb of Kansas City, Missouri. It is operated by a husband and wife team with several part-time trainers to staff group classes that the owners cannot staff themselves. The facility started as a hobby gym in the garage of the owners and quickly grew to a small (1500 square foot) commercial space, where it operated for a year and a half, at which point it expanded into its current location in a 3600 square foot facility. The business has grown quickly, experiencing growing pains such as accommodating larger crowds of members (from 20 members in a garage to an average of 80 members in the larger commercial location), adding services and specialty classes and coping with higher member turnover. Trainers are hired for their qualifications and certifications related to physical training and sports experience and knowledge, but none have experience in business, marketing or management. They have also never undergone any formal customer service training upon hire.

The gym offers many different types of training, such as small group personal training, strength training and other specialty programming for sports such as endurance, powerlifting, Olympic lifting, youth programs and CrossFit competitions. While most gyms in the area operate as low-cost drop-in basis facilities that seek to sell mass memberships with no personal coaching built in, NSC/CCF's business model is built

around the concept of peer and group training. This allows the gym to charge anywhere from 50-200% more for a monthly membership compared to drop-in gyms, but the customer benefits by receiving small group personal training, which costs, on average, 55-90% less than personal training, but yields similar, if not better, results, depending on the individual.

The climate and atmosphere of the gym has begun to transform from a gritty, underground training facility to a modern and clean commercial space for adults, kids and seniors who want world-class training in fitness, sports and conditioning. The facility offers small group and personal training, as well as a few drop-in open gym times for experienced members. Its memberships cost anywhere from 50-200% more than other gyms in the area; however, it has continued to grow in a recession and stagnant economy due to its unique business structure. Yet, there is a need for a culture of service at this gym in order to compete in the customer service arena with larger, cheaper facilities. The owners seek to remedy some complaints from members regarding various aspects of customer service by conducting a survey that will be sent to all current and former members and used as a basis for identifying problem areas and strengths that the team currently has.

Two Year Growth Agenda

According to Beesley (2012) of the United States Small Business Association, over 50% of small businesses fail within the first five years in operation. The gym is currently in its fifth operating year of business. As the owners look toward the future and how the business has changed and will continue to change, an agenda for growth has

been identified. The key areas below have been selected as focus areas over the next two years to further develop in the company's operations and business culture:

- Gain a better understanding of what drives customer satisfaction
- Improve employee training on issues that directly and indirectly relate to customer satisfaction
- Increase the company's visibility with the community and like-minded organizations as a leader of passionate and innovative health and fitness programs with evidence-based outcomes

The first two items on the company's two year agenda directly relate to the state of customer satisfaction with the gym and how it relates to the company's success. When customers are happy, they will return and spend more money. But, more importantly, they will refer others to the business, which increases the exposure of the business overall. The third item on the agenda picks up where customers leave off. Networking with area businesses and organizations that have a vested interest in health and fitness will provide avenues and opportunities for the business to receive exposure on a broader scale than can be offered by simple customer referrals from existing customers. The importance of business-generated referrals is critical with a small business that depends on positive word of mouth to spread its name. Businesses and organizations that are similarly focused or have a mutual endeavor with another company can refer customers and employees with a professional recommendation that goes farther to creating a trusting customer relationship than a simple walk-in customer with no prior link to the business (Accardi 2012). This third agenda item now ties back into the first, as the business will need to offer the services and programs that customers want, while providing an exceptional service interaction each time.

REVIEW OF LITERATURE

Introduction

Before any employee training can occur, the owners at NSC/CCF realize there is a need to identify areas that the company considers strengths and weaknesses in customer service. By objectively examining opportunities to improve its service, the company can begin to positively affect both its employee culture and its customer service ratings.

According to a report conducted by American Express (2010) in the United States and eleven other countries, 61% of customers surveyed reported that the quality of service offered by a company is more important to them now, due to economic conditions that make them more discerning with their dollars. This same report also found that consumers are willing to spend an average of 9% more for great customer service. With findings like these, placing service as a priority just makes good business sense.

Johnson (2006) states that there exists no better way to measure customer service objectively, perhaps, than the customer opinion survey. According to Johnson, for decades companies have asked their customers to give their opinions on products, services, experiences and more, in the name of improving service and offering what the customer truly wants. In the era of competitive capitalism, gaining an edge on competitors through top notch service is one of the most effective ways a company can set itself on the path to success. Consider the following excerpt from American Express's (2010) survey, mentioned earlier:

“...consumers say the three most influential factors when deciding which companies they do business with include personal experience (98%), a company's reputation or brand (92%), and recommendations from friends and family (88%).” All of those factors are directly related to the service that a company offers.

The application of establishing baseline customer service standards in the field of dietetics is one of broad scope, in all general areas such as foodservice, clinical services

and community programs. Customer satisfaction surveys are already widely used in foodservice management programs in hospitals, school districts, commercial and industrial production (Asperin, Nettles, Carr, and Hubbard 2009; Theurer 2011). Hospitals also use customer satisfaction surveys to rate the overall service that patients receive while staying in the facility, which could include services provided by the nutrition department's registered dietitians. On a broader scope, surveys are used in community programs that provide nutrition services to individuals, groups and organizations to measure the effectiveness and reach of the programs (San Bernardino 2011). All of these industries must have some measurement by which to compare their performance or progress toward a goal, and the identification of the target market and development of the survey instrument are the first steps in that process.

Defining Customer Satisfaction

In the service industry, many companies depend on repeat business to remain successful, as evidenced by the American Express (2010) survey that indicated that customers were consistently willing to return to and spend more money at companies that provided excellent customer service. The consensus among researchers suggests that the more satisfied customers are with the service experience, the more likely they are to return to the business and the more likely they are to refer others to the business (Tian-Cole and Crompton 2003; Parasuraman, Zeithaml, and Berry 1988; Tian-Cole 2002).

Many theories about why customers are satisfied or dissatisfied have been suggested. Upon commencing survey development and determining which factors of customer service should be measured initially, the researchers chose to examine the theory of need-based satisfaction to specifically describe how a customer's entire

interaction with a fitness facility compares to the customer's expected outcome(s) and need fulfillment. Tian-Cole and Crompton (2003) discuss how need satisfaction is "the fulfillment of drives, motives or needs." One might argue that fitness is an optional or recreational activity for some, but for others, it fulfills the need to remain in good health and free of disease, maintain functional movement and attain a state of physical fitness that allows the individual to live a full and long life. Based on this latter assumption, for the purposes of this research project, fitness will be viewed as a 'need,' rather than an optional 'want.'

To further explain need satisfaction, the process of satisfaction or dissatisfaction that occurs in a service interaction must be briefly defined. A customer will have a predetermined idea of how he/she expects the service encounter to happen and what the expected outcomes of the encounter will be. The outcome(s) of the interaction can either yield confirmation (positive or negative) or disconfirmation (positive or negative). If a customer's expectations are met, confirmation occurs. If a customer's expectations are not met, leaving the customer unsatisfied, negative disconfirmation is said to occur. If a customer's expectations are exceeded, positive disconfirmation is said to occur because the outcome did not match their preconceived expectations, but they were positively influenced and satisfied by the outcome of the service interaction (Parasuraman, Zeithaml and Berry 1985). It is either the positive confirmation or positive disconfirmation that businesses seek to create in each customer interaction in order to create satisfied customers who are more likely to return and refer others.

Oliver (1980) found that post-encounter satisfaction and attitude of the customer influenced future purchasing probability, while the customer's disconfirmation (positive or negative) was only associated with the customer's satisfaction level, but not with pre-

encounter intentions or attitude (the outcome of the service encounter was related to how satisfied the customer was, but was not related to whether the customer had intentions to become a repeat customer before the service encounter actually occurred). Post-encounter attitude of the customer was also a function of satisfaction. These findings suggest that customers' opinions or expectations can be changed during a service encounter to yield satisfaction, regardless of how the customer has perceived the encounter beforehand, or what the customers' intentions of returning are before the service encounter.

One other suggested method of measuring customer service that applies to this industry and business location is that of goal importance, proposed by Noone and Mattila (2010). In Noone and Mattila's definition of goal importance, they proposed that goal progress (the process of accomplishing a task or achieving a goal) is a moderator in the satisfaction process and can in some cases be more important than attributes of service performance in overall satisfaction. The service example given in Noone and Mattila's research to describe their theory states that customers in a dining facility may not mind slower service when the food and dining experience is pleasurable to them. This theory is highly important to the business owners in this study, as an understanding of what makes the customers happy and what attributes are more important can help the business understand how to maximize satisfaction in areas that have more impact on customer satisfaction.

Creating Customer Loyalty

The aforementioned research suggests that a satisfied customer will return and refer others (Noone and Mattila 2010). This creates a system of loyalty between the customer and business. In his best-selling book, 'The Ultimate Question 2.0,' written for

business leaders and CEOs, Reichheld (2011) discusses how companies have gone from simply surviving to becoming leaders in their respective industries with extremely loyal customers. He states that his findings show that businesses want loyal customers because “loyal customers come back more often, buy additional products and services, refer their friends, provide valuable feedback, cost less to serve and are less price sensitive.”

Reichheld’s theory is that businesses that take the time to listen to their customers and drive their business around a mission of customer satisfaction, rather than just profit generation, will be the most successful both financially and in terms of longevity in the end because they will retain customers who are loyal to them. Reichheld also points out that the cost of retaining a loyal customer is about one-tenth the cost of advertising and recruiting new customers. This is a profound concept that suggests that a business should focus on what makes its current customers happy and do that more often.

Customer Satisfaction Research

According to Heyman, Burnam, Fitzpatrick and Corporan (2008), in a survey of market research methods, of all companies surveyed, 74 percent of companies reported using customer surveys to measure customer satisfaction across multiple industries.

While one of the most studied and researched customer satisfaction survey, SERVQUAL (Parasuraman et al 1985), was developed specifically to measure very minute and complicated concepts of customer satisfaction, it is possible that its length is prohibitive to convincing customers to give up their valuable time to answer it, as previous literature on web-based surveys indicates that shorter and more direct questions are more likely to get honest and well-thought-out responses from survey takers. The ease of access and time required to answer the survey seem to be the biggest barriers to a higher survey

response rate in customer satisfaction surveys (Bramm 2012; Heyman et al 2008; Puleston 2011; Singh, Taneja, and Mangalaraj 2009).

Heyman et al (2008) suggested that the online survey is the preferred method of customer opinion-gathering in the current business world. Online surveys allow companies a low-cost and easy to access form of communication that customers can participate in on their own time, with little to no risk involved and generally yield an incentive to encourage the customers to participate.

Companies benefit from online surveys by being able to get immediate results and unlimited reach. Estimates of Internet usage in the United States suggest that about 69% of households are connected to the Internet (Heyman et al 2008). This gives companies a wide pool of potential respondents and a typically higher response rate compared to alternative methods of survey such as mail, telephone and in-person.

Developing an Online Survey

When developing an online survey instrument, there are several key pieces of information that must be identified prior to the survey going live:

- The survey must have clearly defined objectives that are both measurable and concise. The entire focus of the survey should be built around achieving these objectives (Bramm 2012).
- The survey audience must be clearly identified and steps must be taken to prevent or discard responses from participants that do not fall within the desired audience parameters. It is also important that the survey reaches the group of people it is intended to reach and those that are most likely to respond with accurate answers (InsightExpress 2002).

- The survey should encourage participation from as many participants as possible (Bramm 2012).
- Survey developers and administrators should also take into consideration the use of multiple platforms, browsers, and preventing multiple and duplicate submissions from survey takers.
- The language of the survey should be easy to read and generally is expected to be written at a 6th to 8th grade reading level, to ensure survey takers can understand the implications of taking the survey and answer the questions adequately (Singh et al 2009).
- The survey should be administered in such a way that will not compromise the security and privacy of the individuals taking it. When collecting demographic data, it is usually preferred to collect information about age, gender and income based on larger general categories, such as '30-45 years' old or 'annual household income between \$40,000-50,000.' Storing personal information separate from survey responses is also an expected practice, to further ensure the integrity of the data (Singh et al 2009).

Ways to Engage the Survey Taker

Puleston (2011) stated that online survey responses have been steadily dropping for the last five years. The most cited reason why people say they do not like taking online surveys anymore is because those surveys are boring. Puleston also suggests that of the people who do actually respond, many do not put much care into their answers because the questions are so long, or have so many multiple facets that the survey taker

quickly tires of the survey and responds just in order to get it done. A few recommendations to improve the number of responses from survey recipients include:

- Engage the respondents from the beginning by making any background information short, easy to understand and broken into multiple smaller pieces if need be.
- Using more creative answering methods instead of the standard check boxes or click boxes can yield more thoughtful and accurate responses. Examples of this might include using a color wheel to rate the respondent's mood, using a game of matching words or emotions to the items or products the respondent views, or other interactive tools that cause the respondent to break the monotony of answering the same format of questions repeatedly.
- Using imagery to portray concepts and questions and to create a more visually appealing survey for the respondent. Images are also known to activate memory and other sensory information that the respondent can use to answer questions. It would be prudent to note that images used should not lead a respondent to answer in a particular manner or create bias in their minds.
- Pilot testing a web survey before releasing it to test the effectiveness of the survey instrument
- Incorporation of open-ended options, game-style questions, creative outlets for respondents that respond better to visual and auditory cues and questions (Puleston 2011).

The Use of Incentives to Improve Response Rates

Albaum et al (1998) confirmed that the concept and benefits of social exchange drive a survey respondent's desire to participate in a survey. Blau (1964) originally

described social exchange theory as the cost-benefit analysis a person performs before engaging in a relationship. While Blau focused mainly on human relationships, the same concepts and processes happen when individuals decide whether something is worth their time. They will determine if the survey length and time to take it are worth the incentive or perceived benefit of taking the survey (monetary, a sense of helping, a belonging to a particular group, or other intangible associations the respondent may derive from the inclusion in the survey). Survey respondents will perform a sort of cost-benefit analysis prior to taking the survey to determine if it is worth their time. A respondent will also consider the level of commitment and involvement they hold with the company performing the survey/research, but the overriding factor in the decision-making process seems to be the element of social exchange.

Likewise, Cobanoglu and Cobanoglu (2003), found that response rates were higher in groups that were offered a non-cash incentive (luggage tag) and an entry into a prize drawing compared to groups that were offered either the non-cash incentive alone or in groups that were offered the prize entry drawing alone. This would suggest that merely offering an entry into a drawing for a prize may not be enticing enough for some respondents as the time spent answering the questions may not be justified by the small chance of winning the prize drawing. This study suggests that there may be a higher response rate from respondents if there were also to be a low-cost non-cash reward for all survey respondents in addition to an entry into a prize or cash drawing.

Another consideration when developing an online survey, proposed by Jin (2011), was that an affirmation or re-confirming an organization's commitment to privacy and protecting customer information will go a long way to put respondents at ease and

encourage more candid responses, as well as more consideration on the part of the respondent when answering survey questions.

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CHAPTER II

Introduction

Companies and organizations that seek to grow and prosper in the current and future business climate will likely come to realize that customer service is an integral part of their growth plan. According to one study on the topic, over \$100 billion a year is spent by companies around the world to train their employees on customer service and communication skills (DeSmet, McGurk, and Schwartz (2010). With that kind of expenditure, this area of study is only just growing, rather than a complete subject.

Northland Strength and Conditioning/Combat CrossFit (NSC/CCF) is a micro-gym in a suburb of Kansas City, Missouri. It is operated by a husband and wife team with several part-time trainers to staff group classes that the owners cannot staff themselves. The facility started as a hobby gym in the garage of the owners and quickly grew to a small (1500 square foot) commercial space, where it operated for a year and a half, at which point it expanded into its current location in a 3600 square foot facility. The business has grown quickly, experiencing growing pains such as accommodating larger crowds of members, adding services and specialty classes and coping with higher member turnover. Trainers are hired for their qualifications and certifications related to physical training and sports experience and knowledge, but none have experience in business, marketing or management. They have also never undergone any formal customer service training upon hire.

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American Express (2010) reported that 61% of customers surveyed stated that the quality of service offered by a company is more important to them now, due to economic conditions that make them more discerning with their dollars. This same report also found that consumers are willing to spend an average of 9% more for great customer service. In the era of competitive capitalism, gaining an edge on competitors through top notch service is one of the most effective ways a company can set itself on the path to success. The consensus among researchers suggests that the more satisfied customers are with the service experience, the more likely they are to return to the business and the more likely they are to refer others to the business (Tian-Cole and Crompton 2003; Parasuraman, Zeithaml, and Berry 1988; Tian-Cole 2002).

Johnson (2006) explains that there exists no better way to measure customer service objectively, perhaps, than the customer opinion survey. The researchers chose to examine the theory of need-based satisfaction to specifically describe how a customer's entire interaction with a fitness facility compares to the customer's expected outcome(s) and need fulfillment. Tian-Cole and Crompton (2003) discuss how need satisfaction is "the fulfillment of drives, motives or needs."

In their alternative theory of goal importance, Noone and Mattila (2010) proposed that goal progress (the process of accomplishing a task or achieving a goal) is a moderator in the satisfaction process and can in some cases be more important than attributes of service performance in overall satisfaction. This theory will be important for the business owners in this study because it will help to identify which attributes of the business are most likely to provide customers with a pleasurable experience. Oliver's (1980) findings suggest that customers' opinions or expectations can be changed during a service encounter to yield satisfaction, regardless of how the customer has perceived the

encounter beforehand, or what the customers' intentions of returning are before the service encounter. Finally, Reichheld (2011) points out that the cost of retaining a loyal customer is about one-tenth the cost of advertising and recruiting new customers.

While one of the most studied and researched customer satisfaction surveys, SERVQUAL (Parasuraman, Zeithaml and Berry 1988), was developed specifically to measure very minute and complicated concepts of customer satisfaction, it is possible that its length is prohibitive to convincing customers to give up their valuable time to answer it, as previous literature on web-based surveys indicates that shorter and more direct questions are more likely to get honest and well-thought-out responses from survey takers. The ease of access and time required to answer the survey seem to be the biggest barriers to a higher survey response rate in customer satisfaction surveys (Bramm 2012; Heyman et al 2008; Puleston 2011; Singh, Taneja, and Mangalaraj 2009).

Heyman et al (2008) suggested that the online survey is the preferred method of customer opinion-gathering in the current business world. This gives companies a wide pool of potential respondents and a typically higher response rate compared to alternative methods of survey such as mail, telephone and in-person.

Statement of the Problem and Research Objectives

A flexible, cost-effective customer service training is needed to increase the culture of service and employee participation in that culture of service at NSC/CCF. In order to prepare the customer service training to target specific needs, an initial assessment of strengths and weaknesses of customer service in the organization is needed. The objectives of this study were to 1) measure current levels of customer service at the business and 2) identify areas of strengths and weaknesses.

Methodology

A survey consisting of thirteen multiple choice questions was developed to cover six broad areas of information gathered: Prior to First Visit Experience, On First Visit Experience, Trainers/Staff, Frequency of Attendance, Facility, and Demographic Information. These broad topic areas were selected to provide a general overview of customer contact methods, initial opinions of first-time customers and opinions of returning customers. There were also areas that provided the managers with data on class attendance habits, employee behavior and professionalism of staff. A written version of the survey used can be found in Appendix A.

The survey was created and administered via an online survey administration platform through Constant Contact Surveys. The Institutional Review Board for the protection of human participants at Utah State University approved this research study. A survey invitation was emailed to the population (194 participants) selected on June 18, 2012. A follow-up reminder email and Facebook post was published on June 25, 2012. The survey was closed on June 29, 2012. Responses collected totaled 67 surveys returned.

Population and Sample

The target population for this study was the current and former members of NSC/CCF. The participants were recruited by conducting a data report in the company's computer software management program of contact information for all current and past members within the last twelve months. Participants who were members and former members were asked to take an online survey with the incentive that they would receive a free bumper sticker with the business's name and logo and would be entered into a

drawing for a \$50 Visa gift card. Current and former employees and individuals who were under 18-years-old at the date of the survey invitation were excluded from receiving or taking the survey.

Membership status was determined as 'member' if the person currently had a paid time (monthly duration) or count (purchased certain number of visits/classes) series at the time of the survey invitation. 'Former members' were defined as a person who previously had either a time or count series membership at the facility within the last twelve months, but did not currently have a paid time or count series membership active at the time of the survey invitation.

No definitive industry standard exists for a minimum number of responses needed in online survey research, nor is there an industry standard average for online survey responses necessary for a valid data pool. Many groups or organizations set goals or standards within their industry such as the Journal of American Pharmaceutical Education (at least 60% but optimally •80%) (Fincham 2008), in general industry surveys of public opinion or consumer surveys (31-46%) (Sheehan 2001), and in a meta-analysis of survey response rates, it was found that 34-39% was common for web-based surveys (Cook, Heath and Thompson 2000). Based on the wide variance of expected responses and this being the first time this survey was administered at this business, a target response rate for survey responses returned was to get at least 25% of survey recipients to complete and return the online survey. Sixty-seven responses were returned to yield a response rate of 34.5% at the date of the survey closing.

Individuals listed in the company's software management system that had never been members and never attended classes or functions at the business were excluded from participating in the survey. Also excluded from participating in the survey were

current and past members that are under 18 years of age at the time of the survey invitation. The software management system was analyzed to prevent duplicate email listings from receiving the survey invitation (in the case that the same email is used for more than one member).

A statement was included prior to beginning the actual survey (see Appendix A) that required the participant to acknowledge and check a box that states they were at least 18 years old at the time they took the survey. Additional questions were included in the survey that are not applicable to the customer service research, but will be used in the future by the organization for marketing purposes.

The survey was estimated to take approximately 10 minutes. Participants were recruited via three contact methods: an e-newsletter asking participants to click on a link provided that took them to the online survey, a Facebook message with a link provided that took them to the online survey and a posted flier in the gym facility that asked members to go to the link on the business's website to take the survey. A follow-up e-newsletter was sent one week from the date of the first e-newsletter to remind participants that had not taken the survey to please do so. A follow-up Facebook message was also posted one week from the date of the first message to remind participants to please take the survey if they had not yet done so.

Data was gathered via the survey administration platform provided by Constant Contact Surveys. The data consisted of responses to questions, but was not attached to identifiers from specific members, so that privacy was protected. The database that collected the data is password protected, with access granted only to the researchers.

Statistical Analysis

Data was compiled and analyzed in two formats: Constant Contact's web-based data analysis tool and an Excel spreadsheet using descriptive statistics to determine the current level of customer satisfaction from both members and non-members, based on status at time of the survey. The current levels of satisfaction from members and non-members were measured using the scaled questions that included a Likert scale to rate answers (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree, Not Applicable). Scaled answers were analyzed with a weighted average and total numbers of responses per question were provided as percentages of responses. In tables displaying results with a weighted average, The Rating Score in the last column of the table is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses. Non-scaled items were analyzed for frequency distributions and percentages of responses were calculated.

One-way analysis of variance was performed using SPSS software to determine if there were significant differences in satisfaction by gender or age. Overall satisfaction scores were computed for each respondent that filled out the entire survey by adding scores from questions: 3a-c, 4a-e, 7a-e, and 10a-c.

RESULTS AND DISCUSSION

While all questions on the survey were important to the overall target of developing a customer service baseline measurement, some questions were more important to management to examine regarding current customer opinions. Demographic and non-scaled questions were used to provide feedback to management about the

frequency of customer attendance in classes at various times of the day, as well as frequency of visits per week per customer. Scaled questions (those using a Likert scale for responses) were used to provide management with an overall picture of customer contact habits, interactions with the company's online resources, physical location, staff and the opinions of service provided by the business.

A total of 67 out of 194 surveys (34.5% response rate) were submitted through the online survey platform used. Out of the 67 submitted, 8 (12%) were discarded due to a lack of responses for all questions except the age of the survey taker. A total of 59 surveys were used, except where noted otherwise for 'No response' categories. Survey respondents ranged from 18 to 51+ years old. The majority (81.4%) of respondents indicated they were currently members at the time of the survey and 18.6% indicated they had been members at one time but were not currently. The survey invitation was only sent to individuals who met the criteria of being a current or former member, however, the question regarding membership status and what constitutes having been a member could have been confusing to some former customers who may not have been aware of the fact that they were considered members by the facility based on their purchase of a temporary membership, Groupon deal or other short-term/limited use pass previously available for sale by the business.

Fifty-six respondents answered questions about their gender and three provided no response. Fifty-six percent of respondents were male and 39% were female. Five percent did not answer this question.

Table 1. Gender of Survey Respondents

Question 11: Please Indicate your Gender	Number of Responses (n=56)	Ratio of Responses
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Question 11: Please Indicate your Gender	Number of Responses (n=56)	Ratio of Responses
Male	33	55.90%
Female	23	39.00%
No response	3	5.00%

The majority of respondents, 72%, fell between the ages of 26 and 40, while 14% were under 26 years old (Question 12; n=54), identified the age groups of respondents as well as the distribution of customers in various age groups. The respondents were overwhelmingly 40 years old or younger (87%), with only 13% indicating they were over 40 years old. See Figure 1 for further breakdown of gender and age.

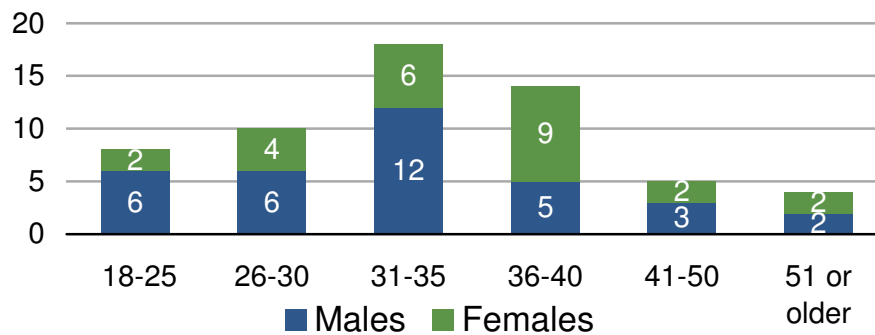


Figure 1. Distribution of survey respondents by gender and age.

The two categories with the highest response rates were males between 31-35 years old (12 responses, 20%) and females between 36-40 years old (9 responses, 15.5% response rate) (Figure 1). In the age groups 36-40 years old and 51 or older, females were more likely to respond to the survey than males, but in all other age categories, males had

more responses than females. Further analysis to compare whether these number are also indicative of membership demographics will need to be conducted.

Question 3 had five facets which sought to gather information about the customer's initial contact experience with the business *before* entering the physical business location. Questions referred to contact with the business via phone, email or other website/social media sources.

Table 2. Initial contact experience with the facility prior to first visit.

Question 3: Prior to my first visit to the facility . . .	Number of Responses	Average
my questions were easily answered prior to my first visit to the gym.	56	4.3
my initial contact person was attentive to my questions, concerns and needs.	56	4.6
the website provided me with enough basic information about the facility.	56	4
I visited the gym's social media outlets such as Facebook, Twitter, etc.	56	3.6
not having pricing information available on the website deterred me from inquiring for more information.	55	2.6

As shown in Table 2, results indicate that the initial contact of customers was positive and helpful with 86% of respondents indicating they either agreed or strongly agreed that their questions were easily answered and 96% of respondents indicating that the person they initially spoke with was attentive to their questions, concerns and needs. The other three parts of Question 3 dealt with the Internet habits of customers who were contacting the facility for the first time, in an effort to determine which avenues of online contact customers were most likely to use to gather information about the facility prior to contacting. Seventy-seven percent of respondents indicated that the company's website provided them with enough basic information about the facility such as services offered, schedule, pricing, instructors and location. Since this survey, the company has added more information about pricing and services, as well as additional content written to

provide website visitors with an insight into the people and processes of the facility. Only 63% of respondents indicated they agreed or strongly agreed that they visited the company's social media sites (Facebook or Twitter) before their first visit, while 27% of respondents indicated that they did not visit those sites, with 10% neutral or undecided about whether they visited those sites prior to their first visit. The last part of Question 3 asked respondents whether the absence of pricing information on the company's website deterred them from initially making contact upon their first visit to the company's website. While only 22% of respondents indicated that it was a deterrent, the company has since added this information to its website.

Question 4, another multi-faceted question attempted to gather information about the customer's first visit to the facility. Facets of the question dealt with facility cleanliness, the actual workout experience, quality of training, trainer actions and trainer knowledge. Question 4 asked "Please rate your experience based on the first time you visited our facility. On my FIRST VISIT to Northland Strength and Conditioning/Combat CrossFit..."

Table 3. Customer experiences based on first visit to the facility

Question 4: On my FIRST VIST to Northland Strength and Conditioning/Combat CrossFit . . .	Number of Responses	Average
the facility was clean and organized.	56	4.4
I had a positive workout experience.	56	4.6
I received quality training.	56	4.7
the trainer's interactions with me were appropriate and met my expectations.	56	4.7
the trainer I worked with was knowledgeable about the movements and workouts I participated in.	56	4.7

The answers in this question had less variance between the strongly disagree and strongly agree ends of the spectrum. Ninety-five percent of respondents indicated they either agreed or strongly agreed that the facility was clean and organized and 98% of respondents indicated they either agreed or strongly agreed they had a positive workout experience their first time. The third facet of Question 4 asks a similar question to the second by asking if the customer received quality training, however, the facility wanted to distinguish between a positive workout experience, which could have been related to something other than the quality of the training, such as friends they came with, prizes they may have won in a competition held or many other environmental influencers, and quality training, which is a more specific indicator of whether the customer felt like they achieved results that they felt were worth paying for. The last two facets of Question 4 dealt with the trainers and their actions and knowledge. Ninety-eight percent of respondents indicated that they either agreed or strongly agreed that the trainer they interacted with on their first visit had appropriate actions and behavior toward the customer and 98% of respondents indicated that they either agreed or strongly agreed that the trainer they interacted with on their first visit was knowledgeable about the movements trained and the workout in which the customer participated. These last two questions were of concern lately to the owners as customer perceptions of employee behavior can often be hard to gauge and monitor if the owners are not present to observe this behavior objectively. (Table 3)

Question 5 attempted to further classify customers by asking why they attended the facility for their first visit. The facility holds occasional fundraiser workouts, bring-a-friend workouts and other events that new or prospective customers can attend and has

previously considered discontinuing some of these efforts because the owners were unsure of whether they were truly beneficial to bringing in new customers.

Table 4. Reason for customer's first visit

	Free Trial Class	Buddy Workout	Dropped in to watch a class and spoke with a trainer	Drove by and saw it, decided to stop by and check it out	Personal training session	Special event (Fight Gone Bad, Memorial Day Murph, etc)	Other
Total Responses	14	2	4	5	5	1	25
Ratio of Responses	25%	4%	7%	9%	9%	2%	45%

The responses to the question left even more unanswered questions for management. In Table 6, 29% of respondents indicated they either came in for a free trial class, free bring-a-friend workout or to participate in a special event, another 45% of respondents indicated their first visit was for 'Other' reasons. This question did not allow customers to elaborate on why they attended the facility or what 'Other' reasons were, so a follow-up survey may be beneficial. Seventeen percent of respondents either dropped by and watched a class or came upon the facility driving by it. This is another potential area that management will want to consider when discussing further marketing efforts and exterior signage.

Question 6 attempted to quantify the conversion rate of individuals that visited the facility for the first time and joined as a member on or as a result of their first visit. In the micro-gym business, initial consultations, free workouts and any other initial tactic to get customers in the door is generally the business's first impression on the customer and their one shot at convincing the customer that they need what the gym is offering.

Table 5. Rates of members deciding to join the facility on or after their first visit

Question 6: Did you decide to join our facility as a member after your first visit?	Number of Responses (n=59)	Ratio of Responses
Yes	55	93
No	4	7

Table 5 shows that 93% of respondents decided to join that day, while 7% of respondents did not join that day. This question included a blank field where respondents could add comments they wished to share about their reasons for or against joining. Eighteen respondents, 30%, left a comment. These comments are in Appendix B. Further examination of respondents was conducted to determine if there was a connection between the reason for the first visit and whether that person then decided to join as a member on or as a result of that first visit.

Of the respondents that indicated their initial visit to the facility was for a Free Trial Class, 13 (93%) said they decided to join as members that day. All three of the respondents whose initial visit was for a Free Buddy Workout indicated they decided to join as members that day (100%). The two aforementioned categories of initial visit, Free Trial Class and Free Buddy Workout, were historically the only ways that new customers were generally referred to the facility and were the best way the company had to show new customers exactly what they were getting. The response ‘Other’ yielded 26 respondents that indicated they initially visited the facility for some other reason than Free Trial Class, Free Buddy Workout, participating in or watching a special event, driving by, dropping by to watch a class or participating in a personal training session. Of the 26 respondents that indicated their first visit was for ‘other’ reasons, 3 (11%) indicated they did not decide to join as a member that day. This question definitely needs

additional clarification or an opportunity for the respondent to specify why they visited that first time in order for management to determine what other contact customers have had on initial visits that may be causing them to decide not to join, and may be a lost sales opportunity.

Question 7 attempted to address the higher level training needs and expectations of the customer by asking questions about the knowledge, skills and behavior of the trainers at the facility. As trainers are the first line of contact with customers, this topic is of particular interest to management. There are often suggestions made by trainers that customers want one thing or another, however, customers do not necessarily voice these opinions and management has sought ways to determine if these are requests truly made by customers, or simply opinions of trainers who wish something to be a certain way.

Table 6. Answers to member and facility topics.

Question 7: The trainer(s) that I have worked with . . .	Number of Responses	Average
was able to adapt workouts and skill work to my individual needs.	56	4.5
acted appropriately with me and other members.	56	4.5
take pride in their work.	56	4.7
take time to clean and prepare the facility for use by individuals and groups.	55	4.5
are knowledgeable, well-trained, and able to coach me effectively.	56	4.7

Several targets for improvement in customer service were identified earlier in the year 2012 as potential areas for improvement, simply based on management's observations of gym operations and employee behavior/conduct. Those were: cleaning of

the facility and equipment, greeting and interacting with customers in a friendly and helpful way, and improving the quality of training offered by trainers to customers by providing more feedback to trainers about their performance during classes. Based on the results from question 7, 95% of respondents felt trainers were able to adapt workouts for individual needs, 93% felt trainers acted appropriately with customers, 100% felt trainers take pride in their work, 90% felt trainers take time to clean the facility for customers, and 98% felt trainers are knowledgeable and well-trained. All of these areas were over 90% satisfaction. (Table 6)

Question 8 was the beginning of collecting data on the habits of customers attending the facility. It asked how often customers attended classes on a weekly basis. This is an area of interest to management because the members that attend classes more regularly and stay engaged with the happenings and opportunities for engagement at the facility are more likely to be loyal for longer and spend more money at the business (Reichheld 2011).

Table 7. Frequency of Attendance of Members to Classes per Week.

Question 8	Ratio of Responses	Number of Responses (n=56)
1-2 times/week (1)	34	19
3-4 times/week (2)	63	35
5 or more times/week (3)	7	4

In Table 7, the highest response rate was for the choice '3-4 times/week' (63%). This is the level determined by management to be the most likely to yield continual results in fitness and weight loss, as well as keep the customer regularly engaged with the

business. Sixty-three percent of respondents indicated they attend classes at this level, which indicates to management that the majority of customers are coming in often enough to see results and stay happy with the results they are getting. Another 7% of respondents indicated they come into the facility '5 or more times/week.' This, combined with the '3-4 times/week' responses gives a total number of customers that are making use of their membership at or above optimal levels of 70%. This will be a target in the future for management to increase the number of customers attending classes at least 3-4 times/week.

Additional research into the 34% of respondents that indicate they attend classes 1-2 times/week will be needed to determine why these customers show up so infrequently and if there is anything the business can do to encourage those members to show up more often and build the loyalty of those customers to create more customers coming into classes at least 3-4 times/week.

Question 9 sought to determine what time of day classes are most popular at the facility by asking what time of day the customer normally attends classes (the majority of the time). Most customers of the gym are habitual in their attendance and do not often float between early morning and evening classes, however, there are some that do, due to fluctuating work schedules.

Table 8. Class times attended by members based on most regular attendance.

Question 9: What time of day do you normally attend classes (majority of the time)?	Number of Responses (n=56)	Ratio of Responses
Early mornings (5:30 am or 6:00 am)	13	23.7%
Mid-mornings (9:00 am)	14	25.4%

Question 9: What time of day do you normally attend classes (majority of the time)?	Number of Responses (n=56)	Ratio of Responses
Evenings (between 5:30-8:30 pm)	29	49.2%
Just weekends (Saturday and/or Sunday)	0	0.0%

Based on the answers, the evening classes (between 5:30pm and 8:30pm) are the most popular, with 49.2% of respondents indicating that they attend classes between those hours. The early morning class (5:30am) and mid-morning class (9am) were almost equally popular (23.7% and 25.4%, respectively). However, it should be noted that classes are one hour in length and there are potentially three classes offered in the evening between 5:30pm and 8:30pm versus only one class that is offered at 5:30am and one offered at 9am (Table 8). This question could be further specified in the future by asking respondents to specify the time of their evening class if they choose that option in order to determine if there is one particular time in the evening that is most popular and therefore may be more profitable to target for future customers. In future surveys, management has also considered that there should be an option for respondents to select that states something like ‘No regular time’ so that the customers with fluctuating schedules can indicate that.

Question 10 focused on how customers perceived the facility and what it had to offer, but not specifically the employees of the facility. The parts of the question dealt with whether the facility had enough equipment for customers’ needs, space for classes and workouts, programs and activities that are interesting to the customer, and if the gym schedule meets the needs of the customer.

Table 9. Customer perceptions of facility size, equipment and classes offered.

Question 10: The Facility...	Number of Responses	Ratio of Responses
offers the equipment and space I need to get the workout and training I want.	56	4.5
programs offer a wide range of activities, skills, and challenges that keep me interested and motivated to return.	54	4.5
class schedule meets my training, weight loss, skill development, or other fitness needs.	56	4.1

Table 9 above shows that customers indicated that the equipment at the facility was sufficient to meet their needs (95%) and 96% of respondents indicated that the programs and activities were enough to keep them interested and motivated to return to the facility. The last part of the question dealing with the gym's schedule showed that only 80% of respondents felt the gym offered a class schedule that met their training, weight loss, skill development or other fitness needs. This is definitely a lower number than management would like to see and will need to be addressed with follow-up surveys and polls to determine exactly what the problem is (more class times wanted or more special classes wanted or both).

The final question, 13, gave management the opportunity to examine how customers initially hear about the business. This question is important for the marketing efforts of the business and to determine where to place future marketing emphasis.

Table 10. Sources of referrals of customers to the business.

Question 13: How did you hear about our facility?	Ratio of Responses	Number of Responses (n=56)
Current or past member	32.0%	18
Google	19.6%	11
CrossFit.com	14.0%	8
Facebook	0.0%	0
Twitter	0.0%	0
Other Internet search	3.5%	2

Question 13: How did you hear about our facility?	Ratio of Responses	Number of Responses (n=56)
Driving by	10.7%	6
Other	23.0%	13

Management was surprised to see that even after over five years in business, customer referrals are still the highest ranking reason why new customers come into the business or hear about the business. Table 10 indicates that over 30% of respondents indicated that a current member referred them to the business. The next highest ranking method of customer exposure was Google (search engine website) with 19.6% and another 14% of customers initially heard about the facility via CrossFit.com, a website run by the headquarters for CrossFit, Inc, which is the organization the business is affiliated and licensed through. The most frustrating part of this question is that 26% of respondents gave no clear answer to this question by either answering ‘Other’ (22%) or giving no response to the question (2%) as the question was not marked as mandatory.

Table 11. Analysis of Overall Satisfaction of Members by Gender

	N	Mean*	Std Deviation
Male	33	70.15	6.774
Female	21	74.95	5.305
Total	54	72.02	6.626

* There was a level of statistical difference at the level of $p=0.008$.

Table 12. Analysis of Overall Satisfaction of Members by Age

	N	Mean*	Std Deviation
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18-30	16	71.44	7.908
31-40	31	72.61	5.619
41 and older	9	71.78	7.694
Total	56	72.14	6.571

**There was no statistical difference in responses by age with { $p=0.836$ }.*

Respondents that indicated their gender (n=54) showed that there was a statistical significance between satisfaction of male members compared to female members at the level of $p=0.008$ (Table 11). Overall, satisfaction was higher in female survey respondents than in males. No statistical difference was seen customer satisfaction between age groups of the respondents that answered this question (n=56), $P=0.836$ (Table 12).

Even though a statistical difference was noted between males and females relating to overall satisfaction, satisfaction levels were so high that the difference may not be of significance to management presently. However, the tendency of male customers to be less satisfied may be a metric that management will want to track in the future to determine if this is a regular occurrence.

In conclusion, results of the survey were overall positive and indicate that customer satisfaction at this gym is high. Enough data was collected in order for managers to make a decision about what target scores for future customer satisfaction surveys would be. Several areas to target were also identified from survey results. Recommendations for improvement would be in areas such as improving the rate of customers who purchase memberships on their first visit to the facility, increasing the

number of members who attend classes more than three days per week and increasing existing customer loyalty to retain current customers and reduce turnover in membership.

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CHAPTER III

Based on the survey results and the statistical analysis performed on the data, it was determined that current customer satisfaction levels are high at Northland Strength and Conditioning/Combat CrossFit (NSC/CCF). The data has provided an overview of some areas of service and physical business attributes that are successful and others that need to be addressed in training employees and in creating company policy.

The research objective was to create a survey that will measure current levels of customer satisfaction at the business and provide the owners/managers with a broad overview of areas in which the business is doing well and also areas in which the business can improve. Based on this criteria, the objective of the study was met.

Management did not have any set standards of performance for customer satisfaction prior to the conduction of this study. Therefore, this will be the first time performance standards were established for the business. Using the data as a guide, it would be prudent to set an internal benchmark goal of scores at or above 90% of respondents satisfied to ensure that the business is operating in a way that will encourage new customers to come in, as well as retain current customers. Current levels of satisfaction were all at or above this standard based on this initial survey.

It would be suggested for the business to alter this survey for future uses. The length of the survey and the multiple sub-questions makes it time-consuming for both respondents to answer and for management to analyze on a frequent basis. A proposed shortened version of this survey containing most of the information in this study's survey could be administered twice a year, or as often as quarterly to offer a regular measurement of customer satisfaction. Questions relating to the facility's equipment,

trainer qualifications and class schedule will likely not be included in future versions of the survey in order to make it faster for respondents to finish, thereby possibly increasing the number of completed responses.

The survey was developed and conducted independently by the business in the study; therefore, it was not an industry-standard survey and cannot be used to compare results with other fitness facilities or gyms, unless those facilities had also used this same survey. However, certain elements of the survey could be used to compare to other businesses for benchmarking purposes, such as questions that addressed whether the customer joined the day of their first visit and how the customer was referred to the business.

Specific Additions and Changes

One item that management did not include in the survey, but intends to in the future was the suggestion from Reicheld's *The Ultimate Question 2.0* (2011) that simply asks the customer some variant of '*Would you recommend this business to others you know?*' This question would provide an easy source of information that can measure both customer satisfaction and how successful the business is at potentially gaining new clients from current client referrals.

The first change to survey questions that management intends to make is to allow a free text option after each sub-set of questions and again at the end of the survey. While objective data is certainly useful for generalizing and creating an overall picture of the state of customer satisfaction at a given time, subjective information and comments/suggestions from customers, both past and present, can provide management with an insightful view of perceptions and opinions that an objective survey cannot

express. Along with this change, any questions with the option 'Other' will provide a blank box for the customer to free text type the other category or information they feel is appropriate. While these changes will not yield data that can be used to measure satisfaction, they will provide actual customer opinions, which can often be just as important.

Focus Areas Based on Survey Results

Areas that management may want to focus efforts on for improvement to increase member attendance at the facility might include offering class times that are better suited to members' schedules, offering more class time options during busier days of the week, and creating more loyal and engaged customers. All of these focal points center around getting the members into the facility as much as possible in order to interact with them, provide them with exceptional customer service and convince them to return again. The survey data showed that 32% of respondents only attend classes 1-2 times/week. This is concerning because it appears that over 30% of the members of the business could be under-utilizing the facility and its classes based on their low attendance. Under-utilizing the facility could lead to members that are at risk for canceling membership due to lack of use or perceived lack of results.

Even though statistical analysis showed a very small statistically significant difference for satisfaction between males and females, this difference may not presently be of concern to the management. However, it would be important for this to continue to be observed in future surveys to determine if a trend exists in satisfaction differences between male and female customers. If there is indeed a difference in satisfaction between male and female customers, further research may be conducted to determine

why the difference in satisfaction between genders exists and what can be done to remedy

it.

References

Reichheld F. 2011. *The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World*. Harvard Business School Publishing, Boston.

APPENDIX A

Northland Strength and Conditioning/Combat CrossFit Customer Service Survey

Jennifer Oler of Utah State University and Sarah Lewis, graduate student and co-owner of Northland Strength and Conditioning/Combat CrossFit, are conducting a research study to help Northland Strength and Conditioning/Combat CrossFit improve customer service. We hope you will take the time to complete this brief survey. Your responses will be anonymous and will in no way affect the service or treatment you receive at the facility. Your participation is voluntary and involves minimal risk.

We realize your time is valuable and, in exchange for providing us with this important feedback, you will receive a free bumper sticker with our logo and an entry into a drawing for a \$50 Visa gift card. After completing the survey, you will be asked for contact information to enter you in the drawing and send you the bumper sticker. This information will be kept completely separate from your survey responses.

The Institutional Review Board for the protection of human participants at Utah State University has approved this research study. If you have any questions or concerns about your rights you may contact the IRB Administrator at (435) 797-0567 or email irb@usu.edu to obtain information or to offer input.

1. Before progressing to the survey, please acknowledge whether you are at least 18 years of age or older.
 - a. Yes, I am at least 18 years old
 - b. No, I am not yet 18 years old (this option will take the survey respondent to a page displaying the following message: “Thank you for your time today, you are not eligible to participate in this survey opportunity.”)

2. Are you currently a member at Northland Strength and Conditioning/Combat CrossFit?
 - a. Yes, I am currently a member.
 - b. No, I am not a member but I have been in the past.
 - c. No, I have never been a member but I have attended a class or event at Northland Strength and Conditioning/Combat CrossFit *within the last 12 months*.
 - d. No, I am not a member and I have never attended a class or event at Northland Strength and Conditioning/Combat CrossFit. (This response will direct the respondent to Section E, see below).

Use the following scale to answer the questions in Sections A through D

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
1	2	3	4	5	0

3. PRIOR to my first visit to the facility . . .

a. . . my questions were easily answered.		1	2	3	4	5	0
b. . . my initial contact person was attentive to my questions, concerns and needs.		1	2	3	4	5	0
c. . . the website provided me with enough basic information about the facility		1	2	3	4	5	0
d. . . I visited the gyms social media outlets such as Facebook, Twitter, etc.		1	2	3	4	5	0
e. . . not having pricing information available on the website deterred me from inquiring for more information.		1	2	3	4	5	0

4. On my FIRST VIST to Northland Strength and Conditioning/Combat CrossFit . .

a. . . the facility was clean and organized.		1	2	3	4	5
b. . . I had a positive workout experience.		1	2	3	4	5
c. . . I received quality training.		1	2	3	4	5
d. . . the trainer's interactions with me were appropriate and met my expectations.		1	2	3	4	5
e. . . the trainer I worked with was knowledgeable about the movements and workouts I participated in.		1	2	3	4	5

5. My first visit to the facility was for . . .

- a. Free Trial Class
- b. Free Buddy Workout
- c. Dropped in to watch a class and spoke with a trainer
- d. Drove by and saw it; decided to stop by and check it out
- e. Personal training session
- f. Special event (Fight Gone Bad, Memorial Day Murph, etc.)
- g. Other

6. Did you sign up for a facility membership after your first visit?

- a. Yes
- b. No

7. The trainer(s) that I have worked with . . .

a. . . . was able to adapt workouts and skill work to my individual needs.		1	2	3	4	5
b. . . . acted appropriately with me and other members.		1	2	3	4	5
c. . . . take pride in their work.		1	2	3	4	5
d. . . . take time to clean and prepare the facility for use by individuals and groups.		1	2	3	4	5
e. . . . are knowledgeable, well-trained, and able to coach me effectively.		1	2	3	4	5

8. How often do you attend classes at the facility?

- a. 1-2 times/week
- b. 3-4 times/week
- c. \geq 5 times/weeks

9. What time of day do you normally attend classes (the majority of the time)?

- a. Early mornings (5:30 am or 6:00 am)
- b. Mid-mornings (9:00 am)
- c. Evenings (between 5:30-8:30 pm)
- d. Just weekends (Saturday and Sunday at 11:00 am)

10. The facility . . .

a. . . . offers equipment and space I need to get the workout and training I want.		1	2	3	4	5
b. . . . programs offer a wide range of activities, skills, and challenges that keep me interested and motivated to return.		1	2	3	4	5
c. . . . class schedule meets my training, weight loss, skill development, or other fitness needs.		1	2	3	4	5

Member Questions

11. Gender:

- a. Male
- b. Female

12. Age:

- a. 18-25

- b. 26-30
- c. 31-35
- d. 36-40
- e. 41-50
- f. 51+

13. How did you hear about the facility?

- a. Current or past member
- b. Google
- c. CrossFit.com
- d. Facebook
- e. Twitter
- f. Other Internet search
- g. Driving by
- h. Other

Member Comments from Question 6 on the Survey

1. "I had been considering a crossfit gym for quite some time so I was practically sold before I even visited, but the workout was fun and I knew a person in the gym (which to me was EXTREMELY important). I'm not sure I would have tried the gym or joined had my friend not already been a member."
2. "well, I decided to do the on ramp/fundamentals - I hadn't committed to actually coming past that."
3. "Combat was recommended to me through a colleague at work. I stopped by and spoke to Sarah and then decided to try on-ramp."
4. "I realized that I was not training at this intensity in my own workouts. Seeing the workouts prepared in advance and changing daily added to my desire to join this gym."
5. "I liked having a trainer to push me to train at a higher intensity level. I enjoyed performing activities and exercises that were outside of the box and totally different than what I had been doing before. And finally, I liked the concept of having a different workout each time I came into the gym. This was appealing because it prevents falling into a workout rut."
6. "My first visit was private onramp."
7. "Originally I saw crossfit for the first time on ESPN and it said look for a crossfit gym near you. I looked a few up. Called and left a message. Maybe 15 minutes later or less I got a call back and was on the phone for maybe an hour to two discussing all of my questions. I was very pleased that Sarah took time to answer everything."
8. "No, I was not ready at the time, but ended up joining 2 months later."
9. "Heard so many great things I knew I wanted to join before I even visited."
10. "After Groupon on-ramp."
11. "I knew I was going to join the first day I came in."

12. "I joined because of the relationship with KCPMA and positive experience and recommendations."

13. "I had taken a free class from you and 816CF. Your gym was bigger and better. The people at both were nice but your facilities were superior (and closer to my home)."

14. "I was actually the first member in the beginning "Silver Class" "

15. "the experience amazing.. even though i was not able to finish the free trail and puked . my wife and i decide to join plus we had seen exponential results in term of strength and endurance.. she even did it while see was pregnant."

16. "Bought a groupon."

17. "I bought a groupon, which made it affordable to come."

18. "Sort of. I had it in my mind I wanted to join. After the free trial class I took the fundamentals class and joined at that time."