



Voice of Customer Research
Identifying Your Competitive Edge
Rowe Chiropractic

Presented to:

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Contents

Client Request

Worldview

Project Description

Shared Results International

Tasking, Schedule and Cost

Terms and Conditions

Return On Investment

Guarantee

Client Request

The purpose of Rowe Chiropractic Offices (RCO) is to educate and adjust as many families as possible toward optimal health through natural chiropractic care. The vision is to be known throughout the world for the very best in spinal reconstruction. The marriage of cutting edge technology and artful hand-skills positions the practice with a compelling competitive advantage.

To achieve these aspirations, Rowe Chiropractic faces several challenges: 1) attracting and retaining superior talent that is both trained in the Gonstead adjusting system and willing to learn a second technique, 2) gaining the full commitment and engagement of the patient over a significant period of time to make the system work, and 3) finding innovative ways for patients to afford this life-saving and life-extending process.

To date, there has been no formal Voice of Patient (VOP) assessment completed. In the absence of this information, the practice is essentially shooting in the dark, missing opportunities that clients and prospective clients could reveal as important to them. Money is being left on the table.

Shared Results International has been asked to provide a plan to help *Rowe Chiropractic* execute its vision and gain a stronger hold in the marketplace through “customer” research. Using interviews and a web-based survey to obtain qualitative and quantitative data, the company’s critical success factors are identified.

Prospect lists are developed, insightful ideas are garnered for ways to gain patient involvement and commitment, and additional revenue streams articulated. Attention is paid to three customer groups: current, inactive and prospective patients.

As a result of this Voice of Patient assessment, the practice will have relevant information to enhance the strategic plan; greater commitment, loyalty and buy-in from patients and employees; and a significantly strengthened bottom line.

It means executing the vision for the Rowe Chiropractic Offices will be easier for the doctors, associates and staff.

Worldview

Some people want to live longer, have healthier lives and are willing to do what it takes -- IF they only: 1) knew what it took to make it happen, 2) had a partner in the process to keep them on the right track, and 3) could find a creative way to make it possible -- financially and time-wise.

Project Description

Phase I – Preparation

Shared Results International (SRI) will work with Rowe Chiropractic doctors, associates and staff to understand the practice's services and to communicate the goals and expectations of the project. This entails brief interviews to gain their insight into the industry and practice.

Phase II – Implementation

SRI will interview 10-15 patients (including active, inactive and prospective patients identified through screenings) to identify what they see as the opportunities for Rowe Chiropractic to assist them in their quest for excellent health. This information will be used to develop a web-based survey to quantify concepts important to the practice and its customers. The survey will be sent via email to all three groups and promoted as having online access to participants. Rowe Chiropractic will amend and approve survey before pre-testing with three clients and will give final approval before distribution.

Phase III – Analysis

SRI will assimilate and analyze both the quantitative and qualitative data, identifying patterns, trends and key messages. Critical success factors will be discerned. Unique opportunities for growth will be illuminated.

Phase IV – Report / Presentation

SRI will present the findings, conclusions and critical success factors to Rowe Chiropractic team in both report and presentation form and will facilitate a discussion, prioritization and clarification of all items.

Phase V – Strategic Action Plan

SRI will facilitate an RCO team review of the Critical Success Factors so there is common, and prioritized, understanding of what needs to be done. During that session, the organization's vision and purpose will be re-vitalized (Step 1: *SharedVision*). With that information, SRI will develop a strategic action plan for RCO to amend and approve.

Phase VI – Implement, Train, Monitor and Coach

SRI will work with and train RCO staff to establish an accountability and "change goal" process to collectively and individually move the organization forward according to the strategic plan on a continuing basis. SRI will be a monthly partner and resource for the RCO team in two ways: 1) as a team or individual coach that ensures attention to the goals, commitments and methods [two 1-hour sessions / month with Dr. Rowe or designee], and 2) as a contributor of actions to support the plan (such as creating and sending patient communication collaterals and templates, documenting processes) and as a trainer to ensure the staff can continue on their own [four hours / month].

Option – Voice of Employee (VOE)

To more effectively implement the initiatives identified in the Voice of Patient (VOP) assessment, it's best to get an understanding of the employees' perspective. With 30-minute employee interviews and an employee version of the survey, the practice will learn if everyone has the knowledge, freedom and support they need to execute its vision.

Shared Results International

Shared Results International is a strategic consulting company that helps organizations execute their vision -- providing assessments, facilitation and training. Known for the *7-Step Execute Your Vision System*, we've coined the term *organizational indifference* and are leaders in creating an environment of totally focused, 100% employee engagement.

Having worked with such notable clients as Department of Labor's Job Corp and the National Credit Union Administration; Kodak, Xerox and the NYC Transit Authority; Brooklyn Public Library and the New York Philharmonic, Shared Results International brings a breadth of experience and knowledge to companies large and small, in every sector – public, private and non-profit.

Shared Results International has a proven record of results. Client examples include: employee satisfaction scores for communications improved 34%; average IT response time dropped from 17 days to 3; Federal inspection rating increased from 128 to 399 (out of a possible: 400); quarterly double-digit revenue growth from customer insight and employee engagement.

Tasking, Schedule and Cost

Phase	Task	Anticipated Staff Time Requirements	Estimated Project Time	Cost
I	Preparation	½ hr - per individual	One week	\$ 750
II	Implementation: VOP (Voice of Patient)	½ hr per survey reviewer	Interviews: 2 wks Survey: 2-3 wks	\$ 3740
IIa	Voice of Employee	½ hr per employee	One week	\$ 1794
III	Analysis	None	One week	\$ 1490
IV	Report / Presentation	2 hour presentation	One week	\$ 1490
V	Strategic Action Plan	2 hours of team time	One week	\$ 1275
TOTAL				\$ 10,764²
VI	Implement, Train, Monitor, Coach – Ongoing	Coaching (2 hrs /mo) <ul style="list-style-type: none"> • Dr. Rowe: 1 hour • Individual/Team: 1 hr Execution (4 hrs /mo) <ul style="list-style-type: none"> • SRI: 4 hours • RCO: 1 hour 	Retainer – begins after completion of phase 1-V	\$ 200/mo ¹

¹ Retainer to diminish over time as the business hits its groove(at the \$75 / hr rate; 40% of standard \$125) ²Excludes travel costs and out of pocket expenses.

Terms and Conditions

- 50% paid to SRI: \$1500 deposit; \$1000 per month until paid.
- 50% paid through bartering services at full RCO rates (for Linda Keefe / Lou Hohman).
- Retainer arrangement to be negotiated.

Return On Investment

Consider these figures as you ponder the return on investment you can achieve with this project.

- At \$5802 per case average, the number of new customers required to get a positive ROI is 1.3 patients.
- With approximately 600 office visits per week targeted for the end of 2007, and 1000 as the ultimate goal, the desired growth is 66%. While going after new patients is necessary, re-invigorating the existing customer base through relationship building bears greater financial rewards. Consider these well-substantiated statistics:
 - It costs six times more to attract a prospect than to sell the same thing to an existing customer.
 - Repeat customers spend 33% more than new customers.
 - It is estimated that you can increase revenues 50% by mining the inactive customer files – building a relationship, generating loyalty.

Guarantee

We guarantee that you will be absolutely delighted with the final product, the interaction that we have with your people, and the smooth and efficient processes that we employ. If for whatever reason you are not completely satisfied, all monies will be returned.

Client Acceptance

Signed _____ Title _____ Date _____
Company Representative