

CASE STUDY

Cardinal Health breaks through with an Insync Surveys Customer Satisfaction Survey

Research helps to focus the company on building relationships, fulfillment and customer communications

About Cardinal Health

Headquartered in Dublin, Ohio, Cardinal Health, Inc. (NYSE: CAH) is an \$81 billion, global company serving the health-care industry with a broad portfolio of products and services. It provides health-care solutions that help customers reduce their costs, improve safety and productivity, and deliver better care to patients. The company manufactures, packages and distributes pharmaceuticals and medical supplies; offers a range of clinical services and develops automation products that improve the management and delivery of supplies and medication for hospitals, physician offices and pharmacies. Ranked 19th on the Fortune 500, Cardinal Health employs more than 55,000 people on six continents.

In Victoria, Australia, Cardinal's 250 employees are focused on manufacturing health and nutritional products, including vitamin supplements, mineral supplements and over-the-counter pharmaceutical medications for major consumer brands.

The challenge

As part of a push to build cross functional relationships and improve processes, Managing Director Ronda Jacobs established 10 breakthrough teams. Each had a different purpose and mix of staff from across the company.

"To improve collaboration and resolve roadblock areas, I encouraged the breakthrough teams to think outside the square. I was looking forward to listening to their ideas around how we could do things better," says Mrs Jacobs.

Lisa Holland, a Senior Planner at Cardinal Health, was selected for the customer service breakthrough team, along with representatives

from the laboratory, sales and marketing, customer service and production.

The group began by mapping processes customers follow when dealing with Cardinal Health.

“...many organisations lack visibility....we learnt that one of the best ways to find out what customers really think is to take the time to ask...We need to ensure the strategic decisions we make with regard to our customers are specifically targeted to their requirements for maximum benefit.”

Mrs Ronda Jacobs
Managing Director
Cardinal Health





“We wanted to make sure our processes provide what customers expect. While we had some initial improvement ideas, we soon realised we had to ask customers what we were doing right and what we could improve on,” says Ms Holland.

Methodology

The customer service breakthrough team decided to engage Insync Surveys to conduct a Customer Satisfaction Survey.

“We called several survey providers for quotes but Insync Surveys best understood what we wanted to achieve,” says Ms Holland.

“We already had ideas around the questions we wanted to ask and Insync Surveys also had some great suggestions based on what they’d found to be successful in the past. The final survey was easy to understand and covered all our key requirements.”

Cardinal Health surveyed 29 customers from 11 key accounts in Australia and South East Asia.

Professional interviewers conducted phone-based research and achieved a 94 per cent response rate, which is very high by industry standards.

“Insync Surveys communicated well with our customers and made them feel like their feedback was important. Each customer was phoned in the first instance and an interview time was scheduled at a mutually convenient time. We wanted to ensure our survey wasn’t an interruption for customers so they could provide Insync Surveys with their undivided attention,” she says.

Delivery

“We worked on the project with Insync Surveys over two months. Everything flowed smoothly. Insync Surveys really understood what we wanted, kept us informed and stuck to the promised timeline,” says Ms Holland.

The results

“The best finding was that customers like our people and enjoy working with us,” says Ms Holland.

“When asked about areas for improvement, our customers raised concerns around communication and service delivery. We weren’t sticking to delivery dates; we’d over promise and not communicate delays effectively.”

Cardinal Health also received feedback on its new business development department and quality areas.

Outcomes

“Insync Surveys helped us to recognise that customers weren’t clear about how we were managing their concerns. Based on this feedback, we’ve now invested a lot of time and effort into improving our communication channels across the whole organisation,” says Ms Holland.

“Customers now receive regular contact sheets, and know exactly who to call depending on their concern. Also, if a customer is experiencing a problem, a day would rarely pass without an update.

“Customers were appreciative that we had sought their opinion and invested the time and effort to survey them professionally.”

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Ms Lisa Holland
Senior Planner
Cardinal Health

Even if we don't have the answer, we keep them in the loop.

"We've improved communication massively as the result of our Insync Surveys Customer Satisfaction Survey and we're in the process of implementing a new scheduling package for better delivery times," says Ms Holland.

Insync Surveys first debriefed Cardinal Health's executive team and middle management. A second debrief was also held for employees so they had an opportunity to review the results and ask questions.

"Staff were pleasantly surprised by our strong customer loyalty results, they were also very open to the improvement suggestions," says Ms Holland.

Cardinal Health's Managing Director and Sales Director have now presented the results to Australian customers who were surveyed.

"The Customer Satisfaction Survey has been a great door opener. It's doubled as a marketing exercise, allowing us to demonstrate our commitment to delivering higher levels of service," says Ms Holland.

"Customers were appreciative that we had sought their opinion and invested the time and effort to survey them professionally," she says.

Cardinal Health plans to do an Insync Surveys Pulse Survey next year to measure improvements since the original project.

"The Pulse Survey will tie the results into the management team's key performance indicators and measure the improvements since the last survey. We need to know that our efforts are paying off," says Ms Holland.

Mrs Jacobs says: "I suspect many organisations lack visibility. Overall, we learnt that one of the best ways to find out what customers really think is to take the time to ask. While sometimes you think you know what their perceptions are, the reality can be quite different. We need to ensure the strategic decisions we make with regard to our customers are specifically targeted to their requirements for maximum benefit.

"Our initiatives following our work with Insync Surveys have definitely improved our customer focus and organisation as a whole," she says.

About Insync Surveys

With offices in Melbourne and Sydney, we specialise in employee, customer, board and other stakeholder surveys backed by consulting. Our registered psychologists and research experts help organisations become more effective.

We co-founded the Dream Employers Survey and have worked with some of the largest organisations in Asia Pacific, including: Cathay Pacific, Toll, Medibank Private, WorleyParsons, Fairfax Digital, Mission Australia, the Australian Curriculum, Assessment and Reporting Authority, state government departments, many local councils and most university libraries. This broad experience allows us to benchmark your results.

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