

Processing complaints

For the account customers, it's especially important that we have a good process for managing complaints. The surveys told us that this is the greatest predictor of whether they will do business with Union Cab in the future. Through interviews we found that 90% of customers who have actually made a complaint gave our complaint process a score of 5, on a scale of 1 to 5 where 5 is the most favorable rating. We found it curious, therefore, that although 81% surveyed (including those who have not made a complaint) gave it a favorable rating, only 37% gave it a 5. There are several possible reasons. Perhaps respondents who have never made a complaint tend to give a 4 because they are unsure what score to give. Perhaps complaints from the larger account customers who took part in the interviews are handled slightly differently from those of other account customers. At any rate, unfavorable ratings are low (9%) and few respondents commented on problems related to the handling of complaints. In our next survey, we'll take care to frame the questions we ask to maximize what we learn from them. In the meantime, we've updated and streamlined our complaint-handling process to take customers' suggestions into account, improve communication, and increase customer satisfaction.

Making the connection

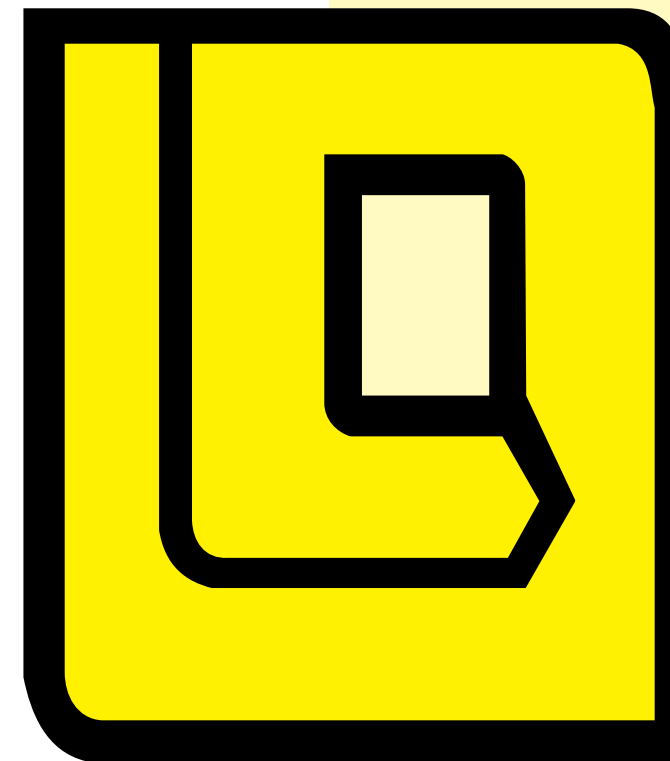
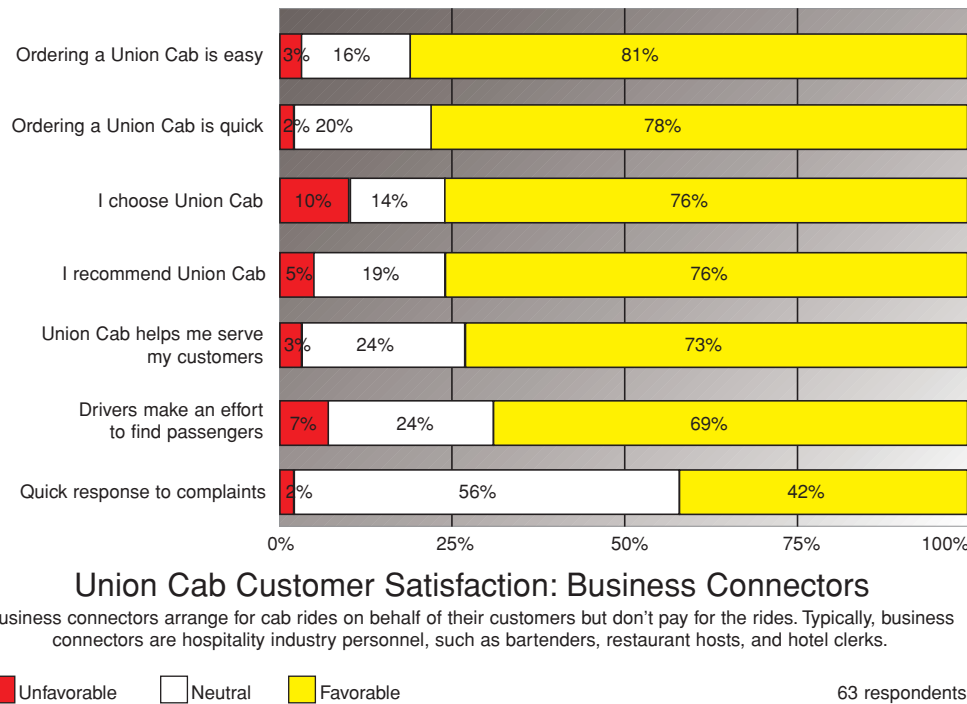
The survey showed that satisfaction is most neutral among the business connectors, who arrange for cab rides for others. The results suggest that the cause of weakness is the lack of awareness of our service. Connectors generate a lot of business for us without actually receiving the ride service, so we feel it's important to strengthen our ties with them. Key service

elements include making it easy to call us, giving accurate arrival time information, and making an effort to find passengers.

We're pleased that customers are happy with our services. But we're also committed to improvement. We've been around since 1979, but for Union Cab, it's just the beginning. We look forward to providing you better and better transportation and delivery for many years to come.

"Over the past 10 months, everything we've asked for you've been able to do for us. Keep it up!"

– Interview respondent



**UNION
CAB
of Madison**
WORKER OWNED AND OPERATED

We asked hundreds of our customers about how they like their Union Cab experience. We'd like to share the results with you! Here's a summary of our first annual

Customer Satisfaction Survey

Serving our customers better is something we want to learn about all year long. We would love to hear from you so we can improve. Please contact us if you have any comments or questions about this survey, if you'd like to address issues not mentioned here, discuss new matters that have come up since the survey was taken, let us know about services you'd like us to provide, or tell us how we're doing. You can write to our post office box (below), send e-mail to info@unioncab.com, or call our sales and marketing department at (608) 242-2039, ext. 361.



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Union Cab. Always a great ride!
Spring, 2003

New! Customer Satisfaction Surveys

How are we making you happy?



An important part of our mission at Union Cab Cooperative of Madison, Inc., is to provide quality transportation services in the greater Madison area. So last fall, we surveyed hundreds of our customers and business associates to find out how well we were doing just that. We'd like to share the results with you.

What did we find out? It's clear from the assessment results that Union Cab is viewed favorably by most of its customers. They feel a sense of security and trust in the service and perceive our drivers to be courteous. We found that the quality of our service is our true competitive advantage and represents the key to building a fiscally sound business enterprise that pays a living wage or better to all its employees. Union Cab competes

not so much on price or vehicle distinctiveness or running special routes, but on providing high quality customer service. The survey findings indicate that Union Cab has a good basis on which to further build and strengthen this advantage in

the ever-changing and dynamic transportation market in Madison.

Now that we've learned what our customers like about working with us – and what they would like to see more or less of – we can get to work making our

service even better. We received many recommendations from our customers via the surveys and interviews, and we're not wasting any time putting good advice to use. Based on survey input, we've already purchased new equipment (namely, a more capable fax machine) and initiated a new, streamlined complaint process. Our consultants at Organizational Skills Associates (OSA), whose technical skill we relied on for the design and implementation for the Customer Satisfaction Survey, have helped us construct a multi-point satisfaction plan for taking our service to the next level. Most of the plan will focus on creating better standard operating procedures, powerful training and education initiatives, and more effective customer and connector feedback loops. Arrival estimates and a better-managed complaint process will serve as the primary focus.

Our customers told us we provide courteous drivers, a safe, secure ride, and a good value for the price.

Cab, we aim to serve the community in such a way that we are recognized as a sustainable asset and valued resource by all. Results like these tell us we are successfully fulfilling our vision. Whatever we may change on the basis of our findings, we will never back down on our commitment to providing safe, courteous transportation.

Arrival time

Receiving accurate arrival time estimates stands out as the main

area of concern for Union's customers. All groups cite this area as a high priority item, yet it's the point on which we received the most unfavorable ratings – 10% to 12%.

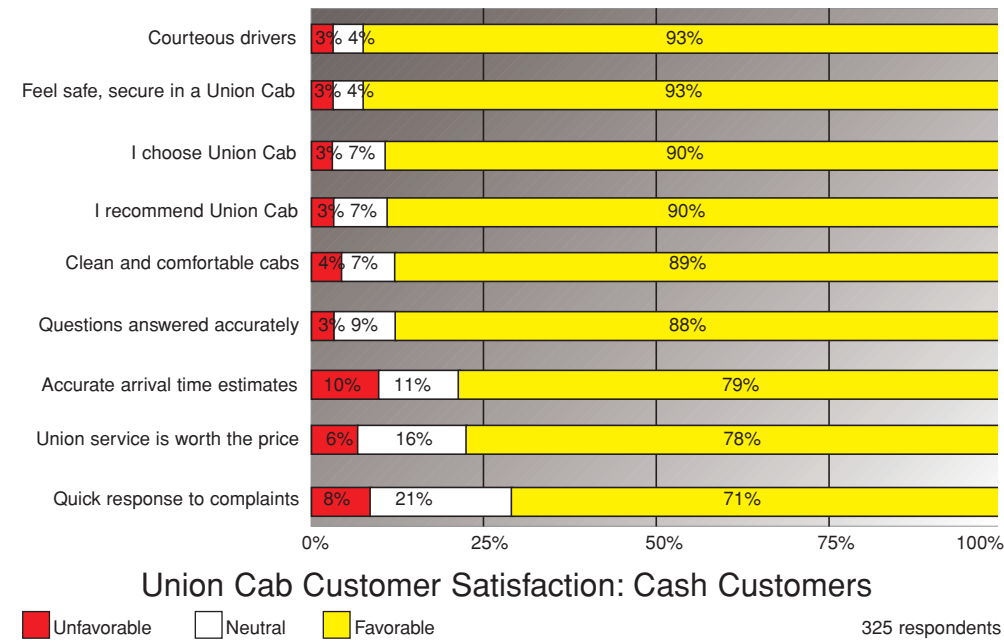
Estimating arrival time is a complex task. Many diverse variables are involved,

including traffic load, weather and road conditions, pre-scheduled cab rides, number of cab requests being phoned in, and the number of cabs on the road. All this must be calculated in seconds. Time estimates may, in fact, constitute the single most difficult task for the phone operator. What's more, it appears to be a statistically significant factor in whether a customer will do business with us in the future. We're working hard on many fronts to improve this aspect of our business, strengthening training and monitoring in this area as well as improving our capabilities to serve our customers better with helpful, accurate time estimates.

Better invoicing

An opportunity to strengthen customer ties can be found in improving the invoicing process for our customers with business accounts. Several excellent recommendations were made in this regard in the personal interviews. We are working to incorporate these into our systems.

continued



Overview & methodology

As part of its newly adopted strategic business plan, in 2002 Union Cab took some creative, new steps toward improving customer satisfaction. One of these was a Customer Satisfaction Survey that would help us assess and analyze our business practices. A workgroup at Union Cab designed and implemented the surveys. With technical assistance from Organizational Skills Associates (OSA), a management and organizational development company based in Madison, we created three different surveys, developed a process for survey administration, selected samples to be tested, and coordinated and administered the survey. We also developed and administered in-depth interviews with several representative customers.

We surveyed three segments of Union Cab's market: cash customers, account customers and what we call "business connectors." Connectors are hospitality industry personnel – such as bartenders, restaurant hosts, and hotel clerks – who arrange for cab rides on behalf of their customers but whose businesses don't pay for the transportation.

A total of 325 surveys were administered to cash customers directly by cab drivers throughout August, 2002. We surveyed during all times of day and on each day of the week to ensure a broad range of responses from different types of passengers.

In September, we mailed 145 surveys to account customers along with their invoices. We received 63 responses, a return rate of 43%. We also conducted 11 in-depth sensing interviews with decision makers from Union Cab's largest accounts and with several key business connectors. In addition to the quantitative data from the surveys, we wanted to gather more detailed, qualitative information about the level of service Union Cab provides, and to hear what our customers had to say about how Union Cab can work with each account customer to better serve its particular needs.

Finally, in late September a team of five night drivers administered 67 surveys to bartenders, restaurant hosts, and hotel clerks from businesses in all parts of Madison on a Friday night in late September. In the process, the drivers also obtained much valuable anecdotal feedback.

A safe, courteous ride

We were thrilled with the finding that, overwhelmingly, customers associate a feeling of safety and security with Union Cab's service, and regard that feeling as a high priority. Drivers are perceived as being courteous. Most customers, both cash customers and business accounts, regard Union Cab as a good value for the price. We're proud that so many of our customers feel that way about the services we work so hard to provide. At Union

