



# DEVELOPMENT II

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## CASE STUDY #15

### Miyago Case Study

Miyago Ltd. is Japan's largest janitorial service, conducting business across the entire country. In addition to providing services for top Japanese companies' office buildings, Miyago also services the eighteen major grocery chains.

When Development II first conducted the customer satisfaction and relationship program for Miyago, their customers sent back the message that they were less than pleased with Miyago's performance.

During this first year's survey, Miyago's customers ranked them with a total satisfaction rating of 11%. Additionally, Development II performed a neural network analysis (QuantaMetricssm) on the results and identified two major customer issues: commitment from Miyago's senior management and concerns with the quality of service received.

Miyago's President took immediate steps to rectify the situation. Within the next nine months he made 180 customer site visits to discuss the results with every relationship survey participant. He also began to implement quality improvement processes and verification of on-site performance.

One year later Development II conducted a follow-up survey. Approximately 75% of the customers were those surveyed during the prior year. When the results from the second year were analyzed, Miyago's customers gave them a 48% total satisfaction rating. This represents an increase of 37% percentage points!

Additionally, Miyago's revenue increased by 30% during the course of one year. When the QuantaMetricssm analysis was conducted again, the issue of management commitment disappeared as a major dissatisfier. The concern expressed during year one with service quality did not entirely disappear, however, the severity of the concern diminished considerably.

When last reported to us, Miyago's business continues to grow.