



Cool Milk
Customer Satisfaction Surveys 2014/5
Final Report of Findings

November 2015

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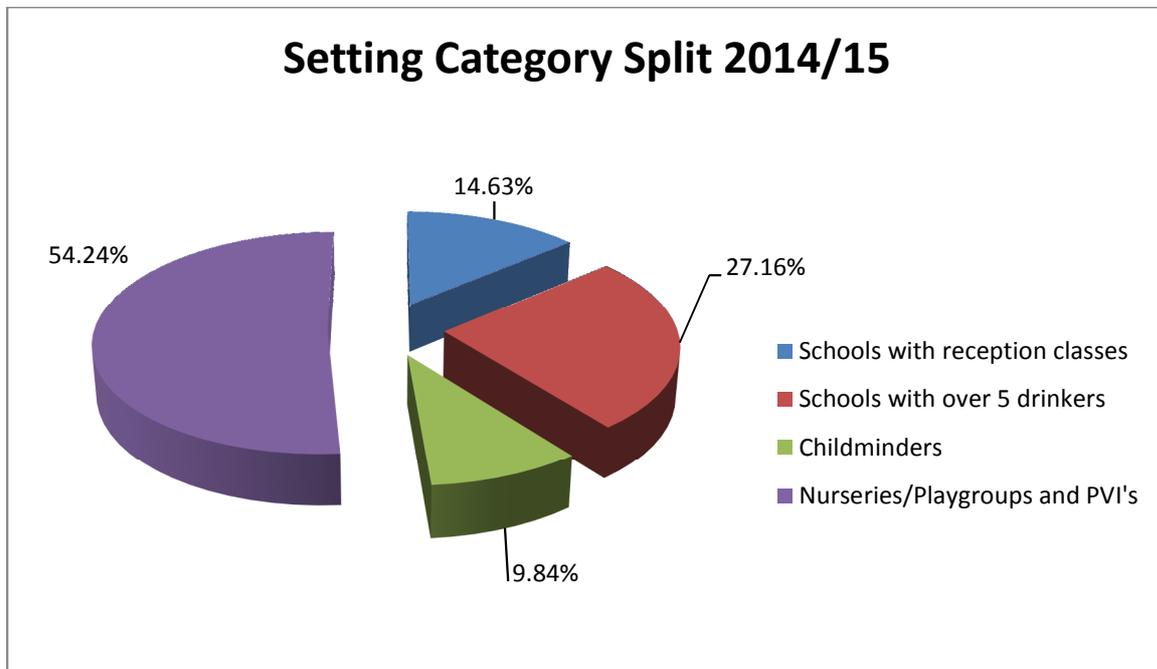
1. Project Overview

The Surveys

- 1.1 Cool Milk undertook various Customer Satisfaction Surveys and feedback questionnaires of all customer groups.
- 1.2 We wanted to collate a yearly comprehensive set of opinion data from all customers in order to establish:
 - Levels of customer satisfaction in many areas of the service that Cool Milk provide;
 - Customer priorities for improvements to services and systems;
 - Potential requirements for our customers and how this could impact the service we provide;
- 1.3 These Customer Satisfaction Surveys are based on a set of core questions from previous surveys and a series of questions specifically targeted at identifying key issues our customers are expected to experience over the coming months.

Methodology

- 1.4 Cool Milk has around 28,000 settings split as detailed below:



These are divided by geographical region or Local Authorities and are split by percentage below along with the distribution of paying parents by region.

The surveys targeted all settings across every group and Local Authority and every parent registered as paying for their child's milk.

The surveys were sent out in staged emails or survey monkeys in the weeks commencing May 2015 and October 12th 2015 with a reminder sent to non-responders during the 2nd week November to help boost the number of responses.

A further sample set of all non-responders were contacted via telephone and encouraged to complete the survey. The cut-off date for returned questionnaires was 4 weeks after the initial email distribution.

1.5 Three questions were asked across a 5,000 nurseries in the first survey monkey in May with the resultant response of 400 giving a return rate of 8.00%.

Fifteen questions were asked across a base of 28,863 settings in the October feedback survey, accessed via a survey monkey with the resultant response of 5,307 giving an exceptional return rate of 18.38%.

Fourteen questions were asked across a base of 112,000 parents in the October survey monkey, with the resultant response of 12,937 giving a return rate of 11.55%.

1.6 To ensure that the survey results are representative of all customers (rather than simply providing the views of those most likely to respond) the characteristics of the survey respondents are compared with the overall customer database and, where necessary, statistical weights are derived to compensate for any groups that are over- or under-represented in the returned sample.

1.7 Based on comparative data provided this survey has been weighted by type of setting, location of setting and parent and number of children registered. This ensures that the survey results presented here are therefore representative of all customers e.g. child minders, nurseries primary schools.

1.8 The following tables show the un-weighted and weighted profiles of the responses to the survey. Please note * denotes a percentage which is less than 1%, and that figures may not always sum to 100% due to slight rounding errors.

Figure 1: Type of setting

| Type | Unweighted Count | Unweighted Valid % | Weighted Valid % |
|------------------------------------|------------------|--------------------|------------------|
| Child-minders | 709 | 13.35% | 18.44% |
| CML Schools with reception classes | 260 | 4.89% | 13.12% |
| CMS Schools | 1,304 | 24.57% | 13.12% |
| Nurseries/Playgroups and PVI's | 3,034 | 57.17% | 55.31% |
| TOTAL | 5,307 | 99.98% | 99.9% |

Figure 2: Location by Setting

| Area | Unweighted Count | Unweighted Valid % | Weighted Valid % |
|----------------------|------------------|--------------------|------------------|
| Yorkshire and Humber | 159 | 3.00% | 3.05% |
| North East England | 162 | 3.05% | 3.00% |
| North West England | 390 | 7.35% | 7.02% |
| East Midlands | 544 | 10.25% | 11.03% |
| West Midlands | 356 | 6.71% | 6.97% |
| East of England | 577 | 10.87% | 10.24% |
| South East England | 1392 | 26.23% | 25.61% |
| London | 605 | 11.40% | 11.22% |
| South West England | 594 | 11.19% | 11.58% |
| Scotland | 327 | 6.16% | 6.02% |
| Wales | 201 | 3.79% | 4.23% |
| TOTAL | 5,307 | 99.97% | 99.97% |

Figure 3: Number of children registered

| Range | Unweighted Count | Unweighted Valid % | Weighted Valid % |
|--------------|------------------|--------------------|------------------|
| Less than 10 | 1,135 | 21.38% | 20.89% |
| 10 to 50 | 2935 | 55.30% | 54.23% |
| 50 to 100 | 835 | 15.73% | 16.34% |
| 100 to 200 | 365 | 6.88% | 7.82% |
| Over 200 | 37 | 0.70% | 0.71% |
| TOTAL | 5,307 | 99.99% | 99.99% |

Figure 4: Location by Parent

| Area | Unweighted Count | Unweighted Valid % | Weighted Valid % |
|----------------------|------------------|--------------------|------------------|
| Yorkshire and Humber | 934 | 7.22% | 7.28% |
| North East England | 735 | 5.68% | 6.01% |
| North West England | 902 | 7.00% | 6.58% |
| East Midlands | 2,387 | 18.45% | 18.32% |
| West Midlands | 867 | 6.70% | 6.54% |
| East of England | 966 | 7.47% | 7.17% |
| South East England | 3,392 | 26.20% | 26.53% |
| London | 1,173 | 9.06% | 10.34% |
| South West England | 1,581 | 12.20% | 11.21% |
| TOTAL | 12,937 | 99.98% | 99.98% |

Interpretation of the Data

1.9 Although the surveys were sent to the entire customer base, it should be remembered that a percentage, and not the entire database, has completed the surveys. Therefore, all results are subject to sampling tolerances, which means that not all differences are necessarily statistically significant.

1.10 Where differences between demographic groups have been highlighted as significant there is a 95% probability that the difference is significant and not due to chance. Please note that in some cases no significance test has been performed due to a low number of cases in particular demographic groups.

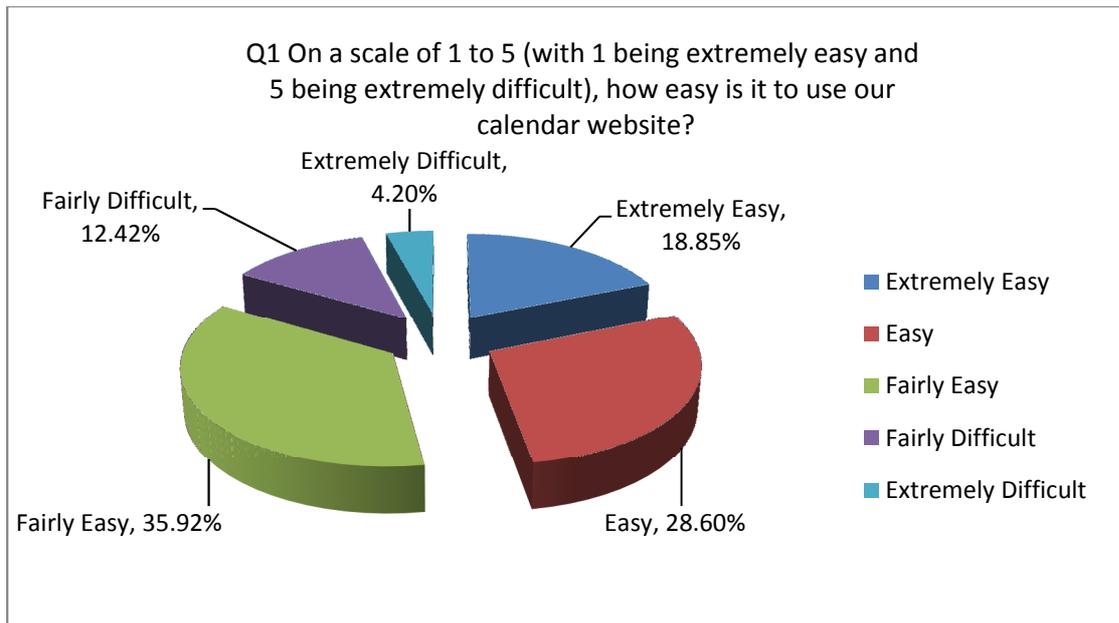
1.11 Wherever possible, these results have been compared with the results from the previous year's surveys carried out. It should be noted though that last year's results were un-weighted, and could be said to be not a full representation of the customer base. In order to compare like-for-like as much as possible, un-weighted results from 2014/5 have been compared against un-weighted results from 2013/14 in this report. Care must therefore be taken when comparing year on year results.

1.12 There may be times where due to rounding issues the percentages do not add up to 100.

1.13 We have tried to use graphics as much as possible in this report to make it as user-friendly as possible. The pie charts and other graphics show the proportions (percentages) of customers making relevant responses.

1.14 In the main, the graphics used throughout this report illustrate the proportion of respondents who have given each of the individual response options provided for a particular question. For example, the following chart illustrates the results for each of the **five** individual response options provided for the question:

“On a scale of 1 to 5 (with 1 being extremely easy and 5 being extremely difficult), how easy is it to use our calendar website?”
extremely easy, easy, fairly easy, fairly difficult, extremely difficult.



1.15 There are some of our questions though, that it is helpful to consider a combined view, for example when we have been asking the respondents to rate us out of 10 and therefore we wish to group the answers in for example 10-6, 5-3, below 3. In any of these cases the text will refer to these as being grouped figures.

1.16 Grouped figures are carefully calculated by summing base numbers accurate to >6 decimal places, before rounding to the nearest whole number for presentational convenience. As such, grouped figures (quoted in the text) do not always exactly match the percentage that would result if the 2 component response options (rounded to the nearest whole number) were simply added together; for example, as illustrated in the chart, $93\% (10 - 6) + 5\% (5 - 3) = 98\%$, which is 1 percentage point different to the actual grouped value of 99%. The difference between these figures is due to rounding; see the below working for reference.

| | % Answered 10 - 6 | % Answered 5-3 | Grouped % |
|-------------------------------------|-------------------|----------------|--------------------|
| Figure in graph to 0 dp | 93 | 5 | 98% |
| Accurate figures calculated to 1 dp | 93.7 | 5.3 | 99.0 rounds to 99% |

2. Executive Summary

The paragraphs below give a brief summary of the key areas, that came out of the surveys produced and further reading can be found in the detailed graphs.

Our Website

- 95.06% of settings confirmed that the website met their needs rating it 6 or above; only 0.77% felt that it did not meet their needs at all
- 69.50% of parents found the website extremely or very easy to use ; only 1.8% found it difficult to use
- 81.80% of parents found the website payment system very convenient with only 234/12,871 finding it not convenient at all
- 91.63% of settings found the website easy to find what they were looking for with over 59% finding is extremely easy; only 1.55% think it is very difficult to navigate around the site
- 73.90% of parents find the quality of the payment site very high whilst 9.02% would prefer a mobile phone top up service

Our Literature

- 72.1% of our settings think that the literature supplied is of value and helps encourage children to drink milk but 1,003/5,307 were not aware of the promotional material
- More than 73% of settings think that the activity sheets available are helpful whilst 92.3% are happy that they are supplied when they join the scheme
- 84.3% of settings believe the quality of the promotional material to be excellent (scoring 7 or above)
- 75.6% of new settings are happy with the Welcome pack whilst 62.4% find the Dr Hilary details (86.5%) and the Milk Churn (41.2%) worth rating very good or above

Our Customer Service

- 81.46% of all our settings and 74.4% of our parents think that overall we are very or extremely responsive to their questions or concerns; with a total of 25.65% thinking it is excellent scoring us a maximum of 10. Only 0.70% think that we are not at all responsive scoring us a 1

Cool Milk

- ✚ 80.96% of all our customers think that our customer service representative was very or extremely helpful with only 2.67% scoring us a 1 as being not at all helpful
- ✚ More than 90% of parents who have had to contact Cool Milk in the last 12 months would rate the attitude of the customer service team (93.17%), treating them fairly (89.98%), the overall experience (95.47%) and the ease of use of the website (93.14%) as 6 or better
- ✚ 4325/5307 of settings would rate our team resolving their problems with a 6 or above and informing them of system issues (82.34%) and the continuous update and resolution (94.37%) as good scoring us 6 or above

Your Deliveries

- ✚ 96.74% of our settings rated that they received their delivery of milk on time always or usually with only 0.4% thinking it was never delivered on time
- ✚ Over 9 in 10 (94%) of settings feel that Cool Milk keep them updated on changes in their milk deliveries
- ✚ Of those settings who reported a bad delivery over 7/10 felt that the issue was resolved first time
- ✚ 79.57% of our settings rated the quality of milk they received as high or very high and only 16/5307 thought the quality was very low
- ✚ Settings were most satisfied with the advice provided by Cool Milk (86.3%), but most dissatisfied with the attitude of drivers (2.8% dissatisfied) and the inconsistency of deliveries after a bank holiday (4.8%)

Communication

- ✚ 97.27% of settings who have contacted Cool Milk in the last 12 months rated the response time 6 or above; only 0.70% found the response not at all good rating us 2 or below
- ✚ More than four fifths (88%) of customers are satisfied with the final outcome of their query; however 3% were dissatisfied
- ✚ 51.91% of parents prefer to contact Cool Milk during the early to mid-morning timescale with 28.24% preferring an early evening time

Customer Involvement

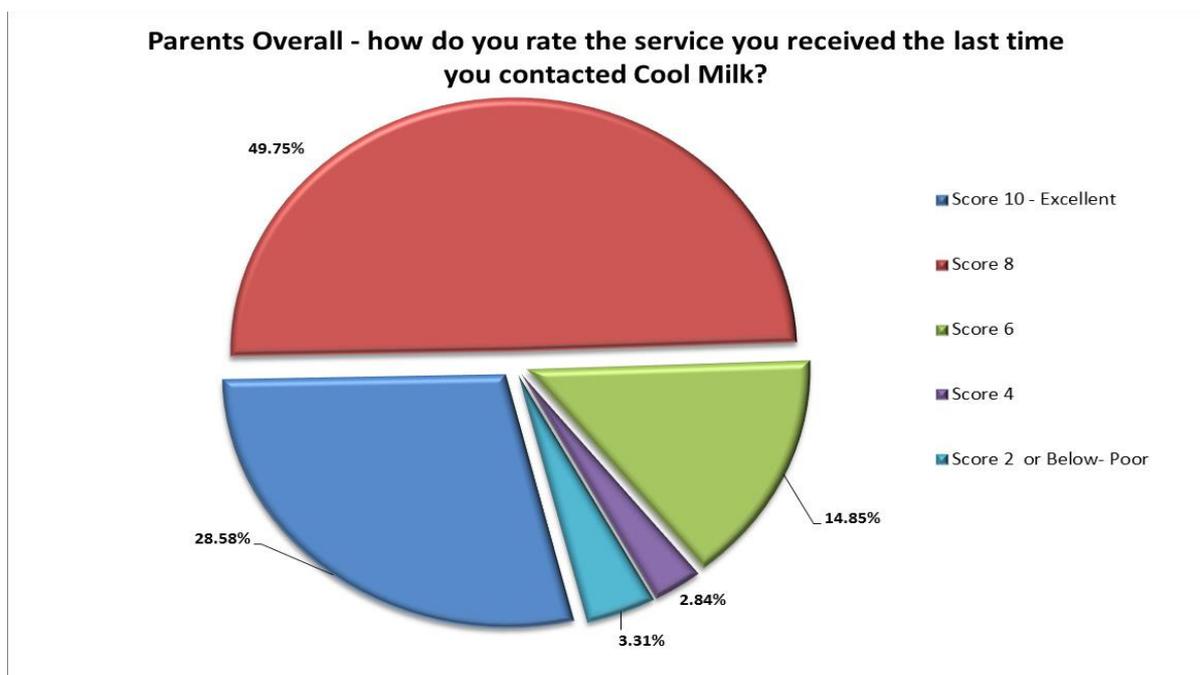
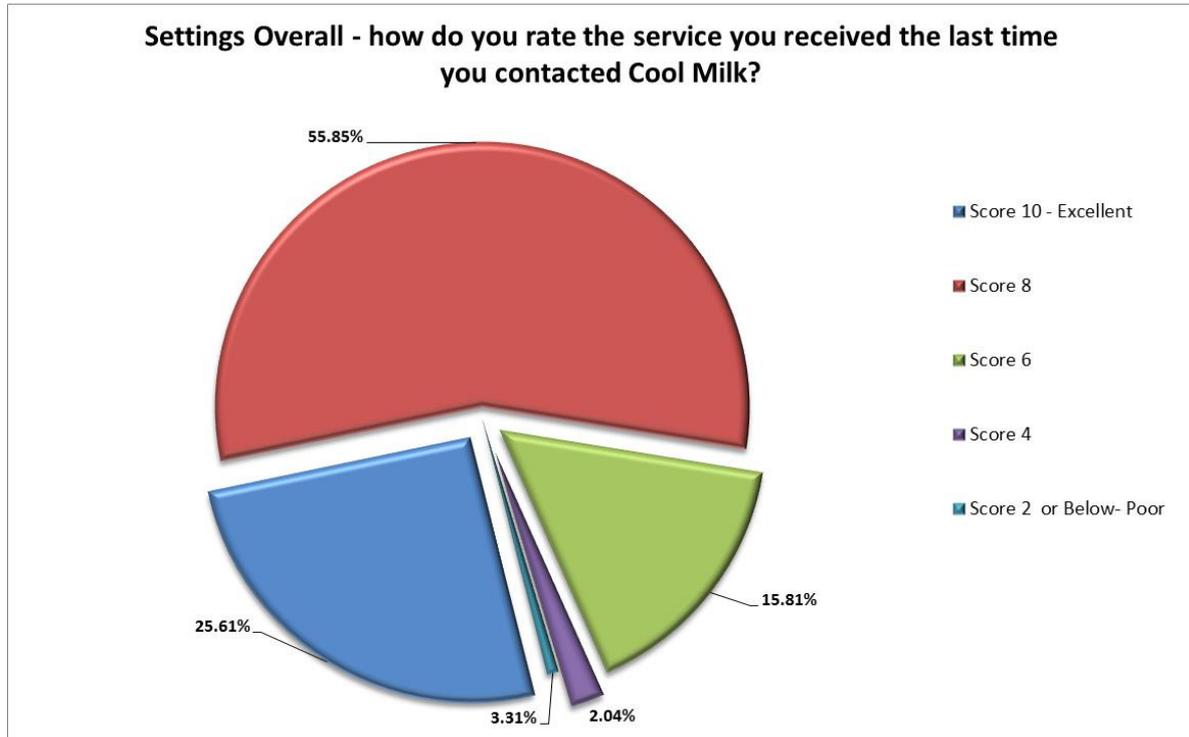
- ✚ More than 62% of customers were pleased to be included in surveys for improvements to our services
- ✚ Those who said they liked being involved in surveys said that they would be most likely to consider using the following methods to get involved: *surveys* (71%); *newsletters* (39%); *milk churn* (11%) and through *face to face groups* (31%)

Your Views

- ✚ 91% of Cool Milk customers agree that we treat our customers fairly; 93.2% agree that Cool Milk has a good reputation in their area and 88.21% that Cool Milk has friendly and approachable staff
- ✚ 87.85% of settings would recommend Cool Milk to other establishments whilst 92.76% are overall satisfied with Cool Milk and 89.22% rated us 9 or 10
- ✚ Over 60% of settings and 43% of parents are extremely loyal to Cool Milk with over 60% thinking we make them feel extremely important
- ✚ All of Cool Milk customers were asked to indicate how likely they would be to recommend us to a friend or colleague, using a scale of 1 to 10 where 0 is not at all likely and 10 is extremely likely.
From this a 'net promoter score' can be calculated by subtracting the proportion of customers giving a score of 0-5 from the proportion of customers giving a score of 8 or 10. For Cool Milk, the net promoter score is **(65.59-16.36) 49.23**.

3. Our Services

3.1 Taking everything into account, over 90% (score rating 10 – 6) of all Cool Milk customers are satisfied with the overall service provided to them while only 5.7% (4 and below) are dissatisfied with overall service.



3.2 The table below shows the demographic sub-groups that are significantly more or less likely to be satisfied with the overall service

| Overall how do you rate the service you received from Cool Milk? | % Customers significantly more likely than average to be satisfied | % Customers significantly less likely than average to be satisfied |
|--|--|--|
| With the service provided us? | South East England | Wales |

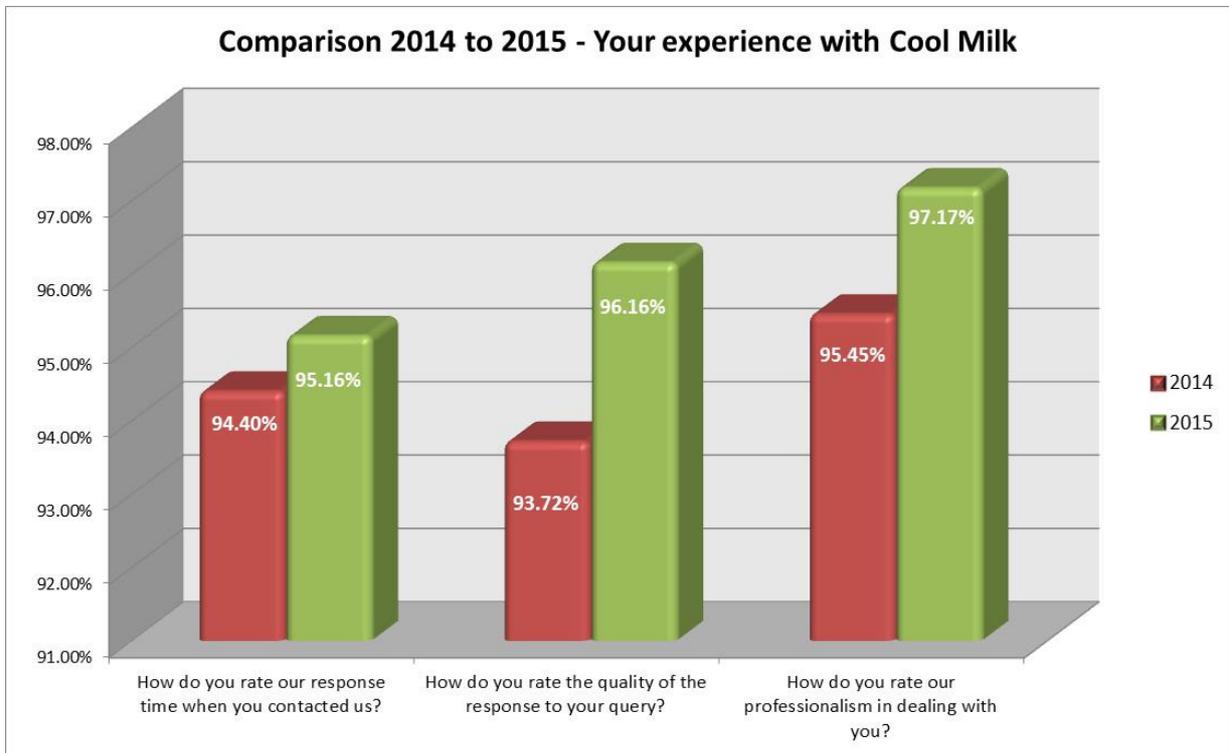
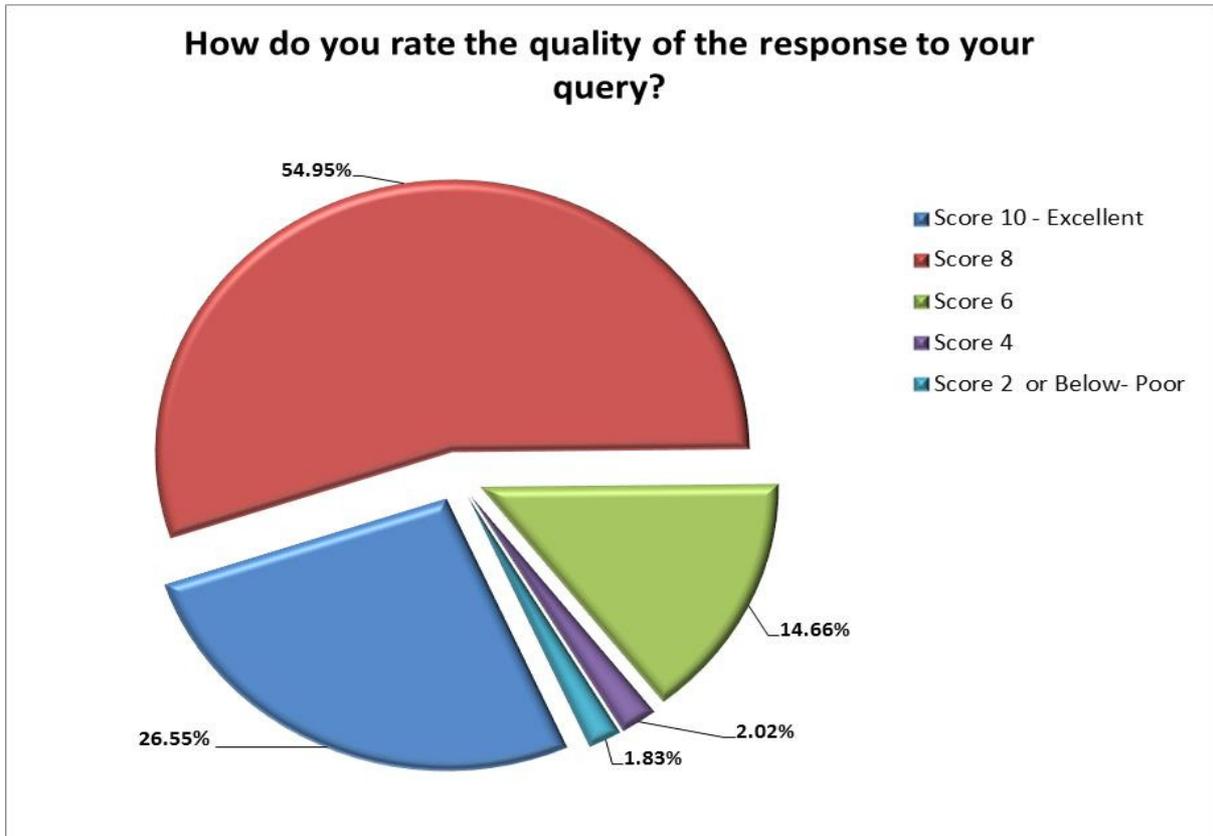
3.3 The table below shows how results differ from previous surveys. It is important, however, to remember that the data presented below are un-weighted and therefore caution should be taken when comparing results year-on-year. Results based on un-weighted data suggest that customers are slightly more satisfied with the overall service Cool Milk provides than in 2013/14.

| Portion who are satisfied with | 2012 | 2013 | 2014 | 2015 |
|--------------------------------|----------|--------|--------|--------|
| Overall service provided | 86.67% ↓ | 89.51% | 93.75% | 94.11% |

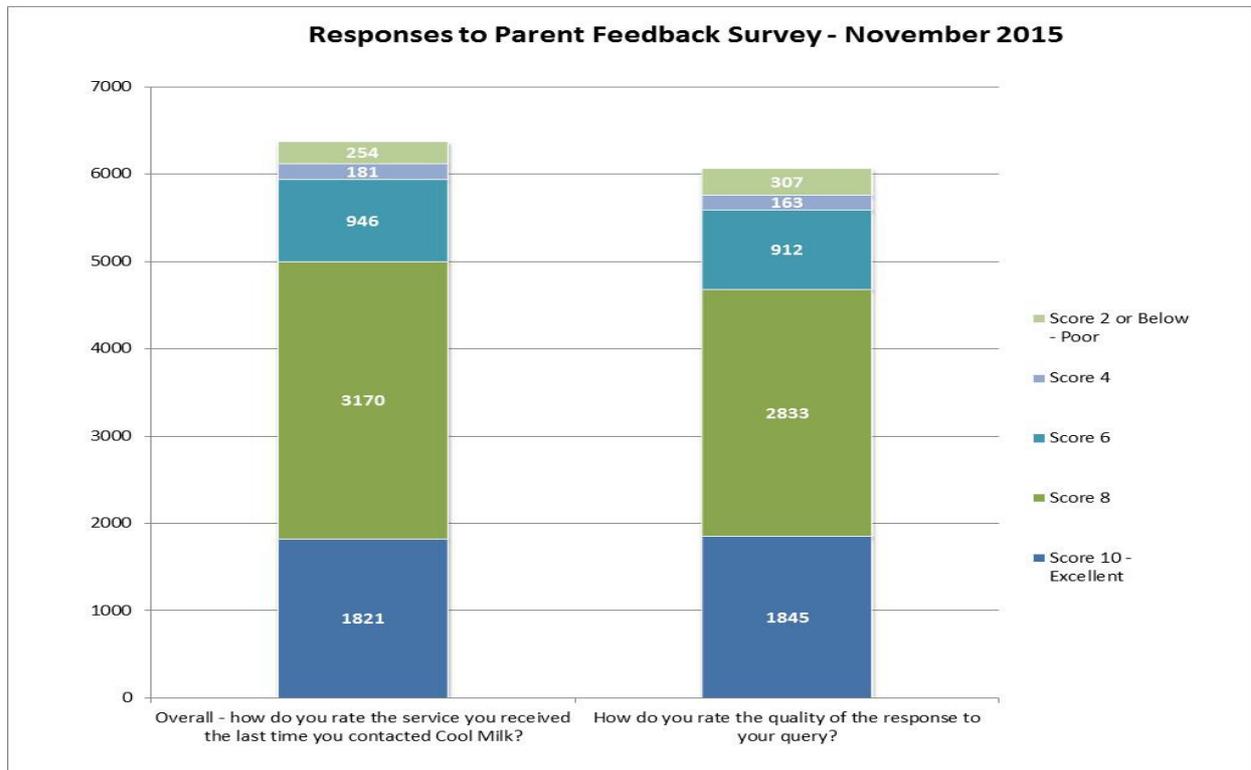
3.4 Cool Milk customers were also asked to what extent they are satisfied with a range of aspects of their service. Overall, more than three quarters of customers are satisfied with all but one of these aspects of their service.

3.5 Settings are most satisfied that Cool Milk keeps them informed about the things that might affect them as a customer (94.36%), closely followed by with the overall quality of the customer service (96.16%) and with the professionalism (97.17%) rating 6 or above.

3.6 Customers are more likely to be dissatisfied that Cool Milk doesn't listen and act upon their views (5.42% dissatisfied).



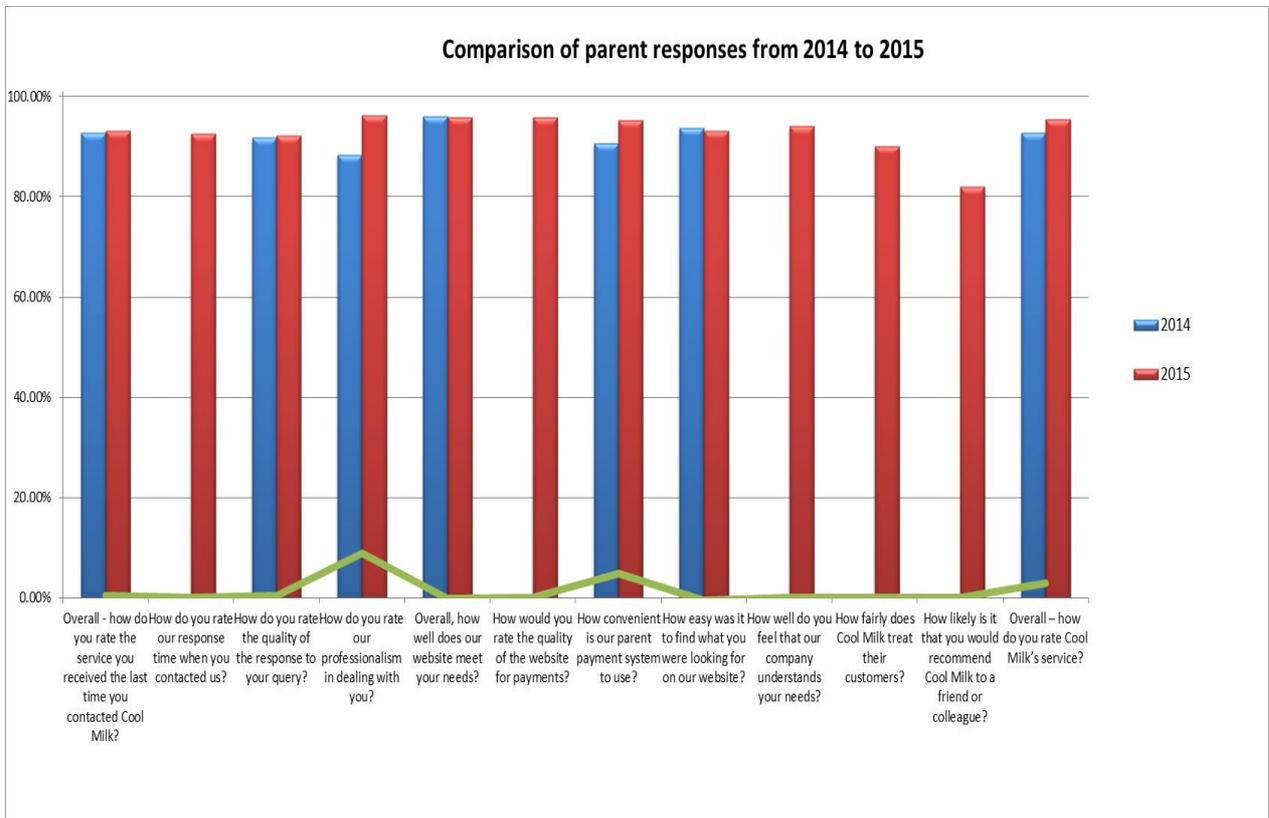
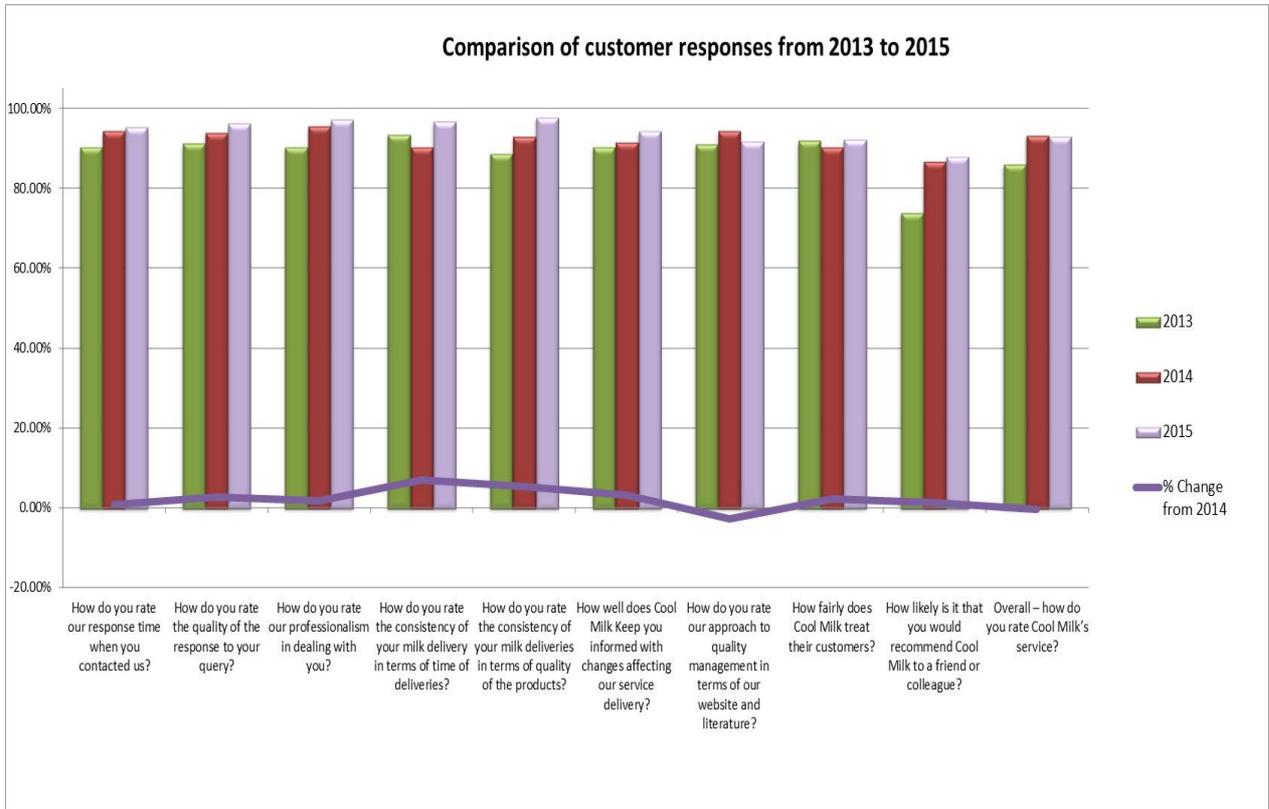
3.7 Settings were also asked how satisfied they are with the response time to their queries. 95.16 of them are satisfied with the way Cool Milk responds whilst 1.41% were very dissatisfied.



3.8 The table below shows the demographic sub-groups that are significantly more or less likely to be satisfied with how various situations are dealt with.

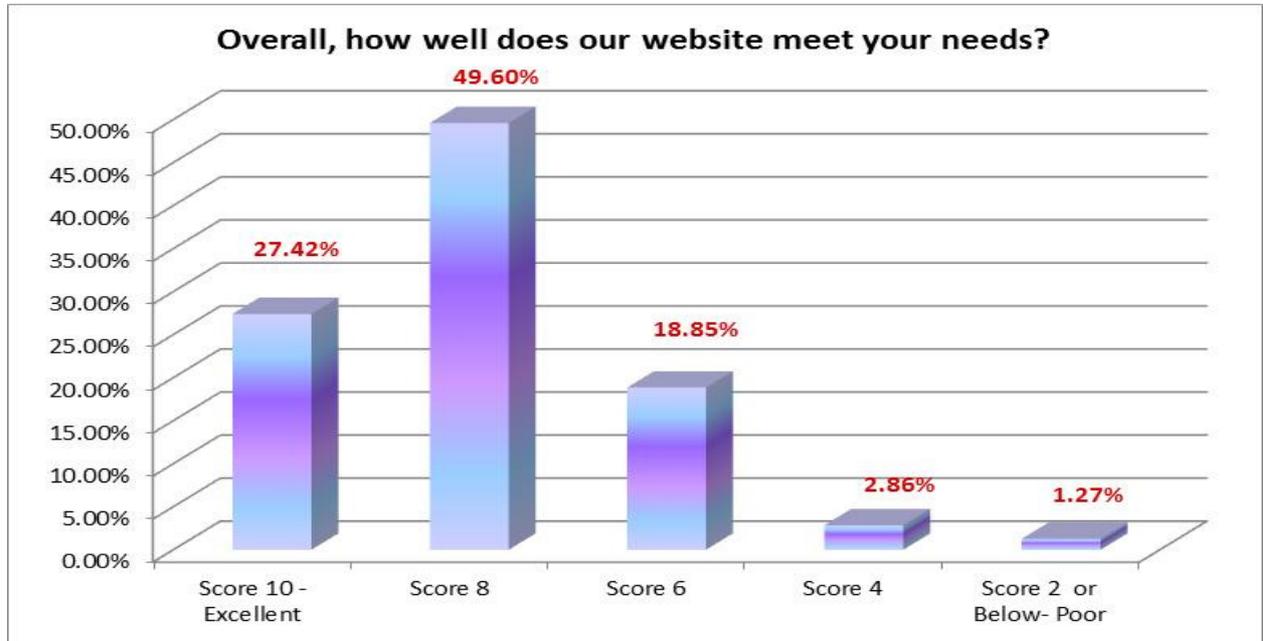
| To what extent are you satisfied/dissatisfied with the following? | Customers significantly more likely than average to be satisfied | Customers significantly less likely than average to be satisfied |
|---|--|--|
| Our response rate to your query | Nurseries/Playgroups and PVI's | 10 – 50 registered children |
| With the quality of the response to your query | CMS Schools | Wales |
| With the professionalism of our approach to dealing with you | CMS Schools | North East England |
| How you rated the service when you last contacted Cool Milk | South East England | Child-minders |

Cool Milk

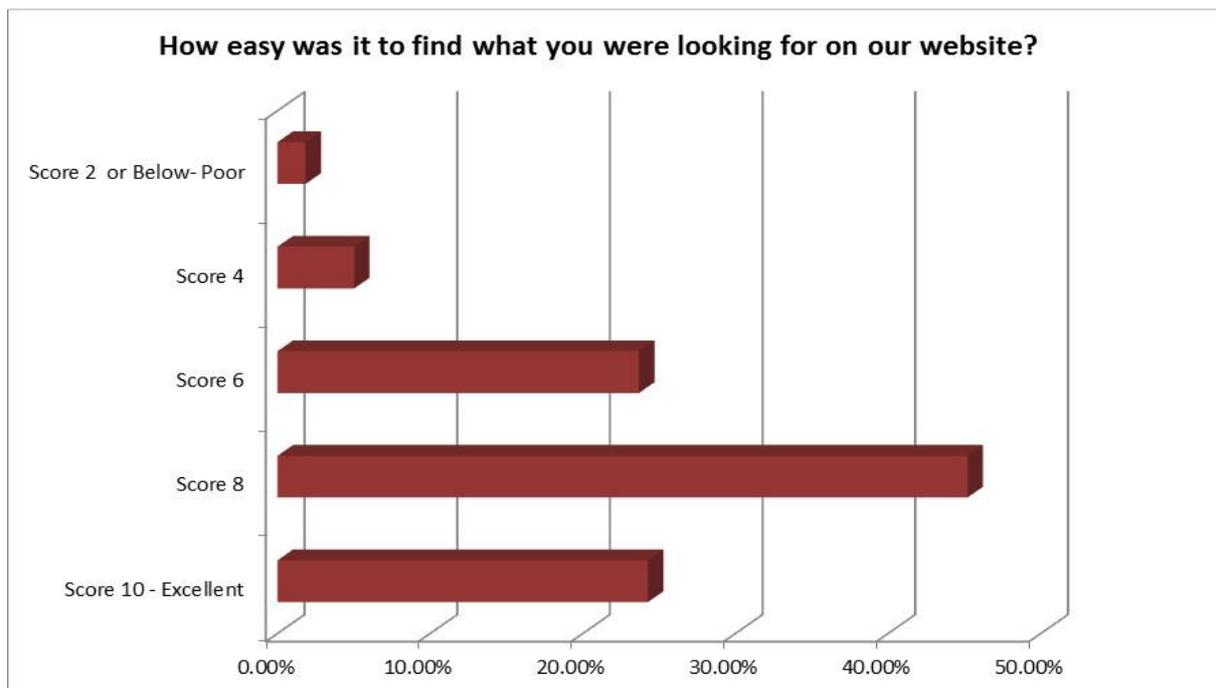


4. Our Website

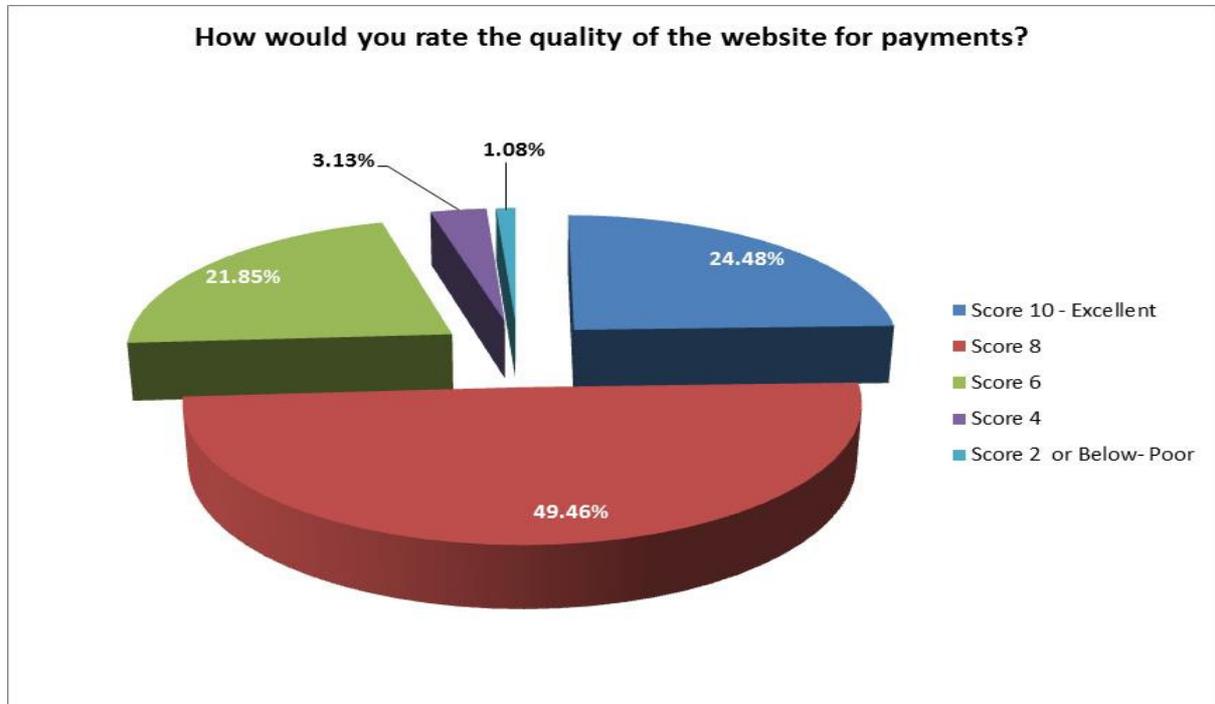
4.1 Over half of all Cool Milk parents found the website met their needs with over 95% rating it 6 or above and over 27% rating it as excellent with a 10. Only 3.35% of those who had used the website did not find it friendly to use at all.



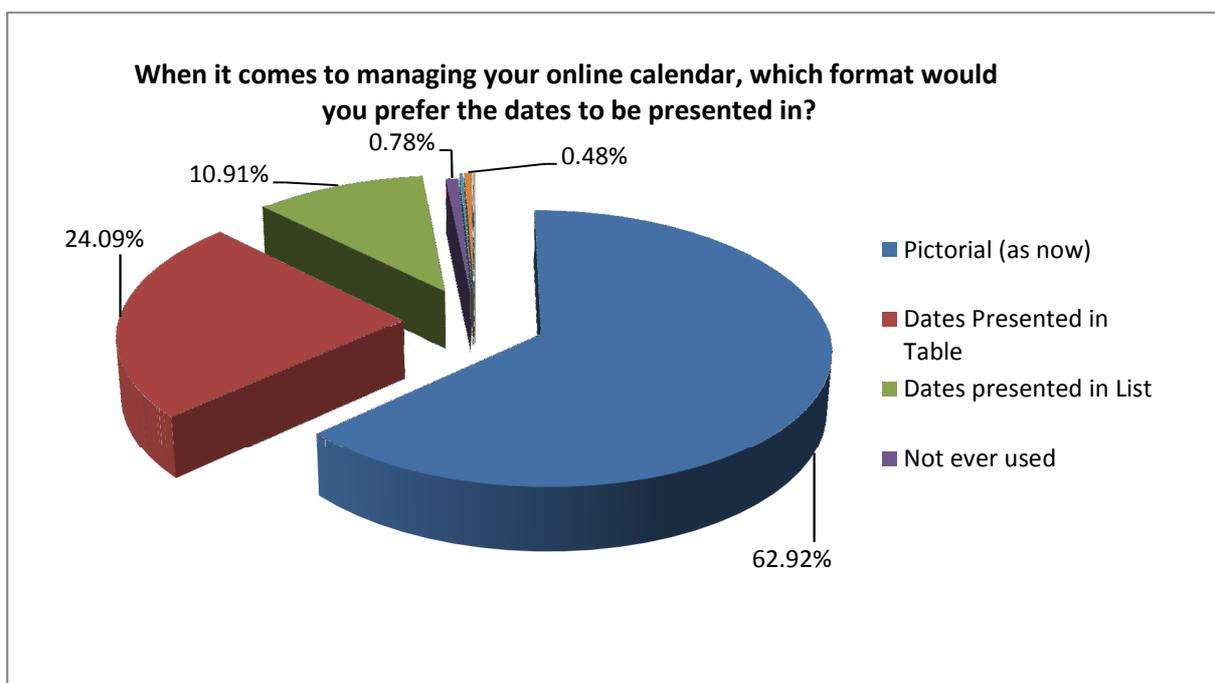
4.2 We also wanted feedback from parents as to how easy it was to find they wanted on the website with almost 70% giving a score of 8 and above whilst only 1.84% of those who have used it rating it poor.



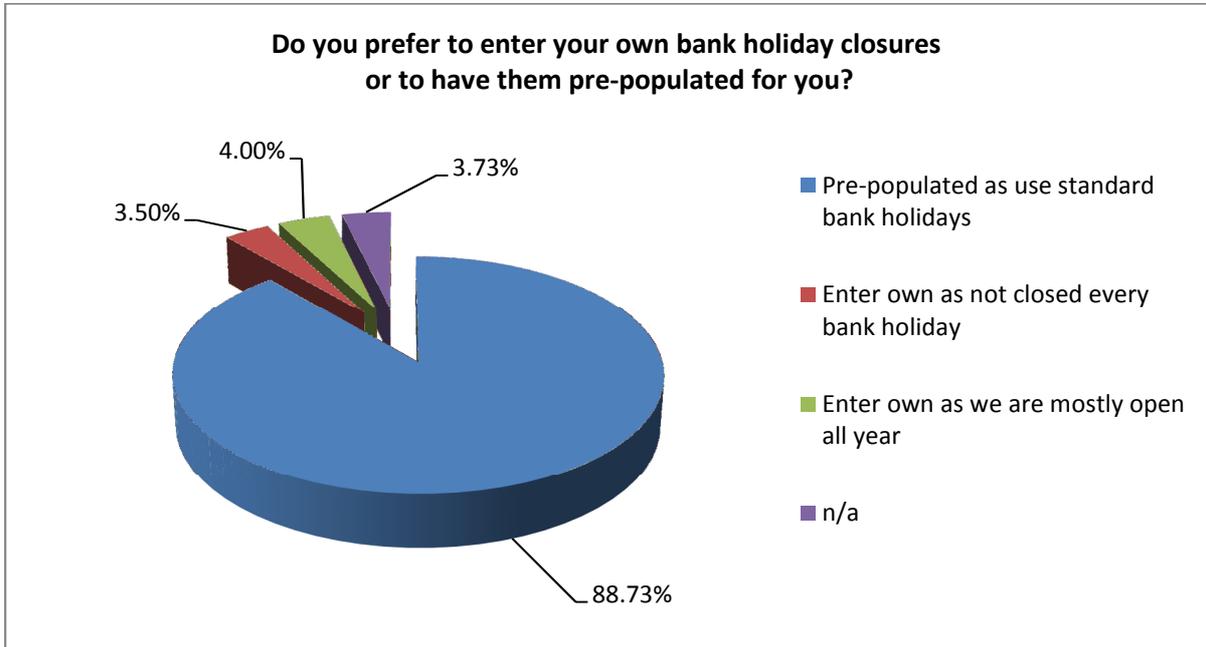
4.3 More than 73% of our parents felt that the payment side of the website was of good quality rating it 8 or above, however around 9% as an average expressed a preference in some form of mobile phone text reminders or 2.6% requesting the ability to pay via a mobile.



4.4 From the survey 62.92% of settings preferred the current calendar webpage layout but there was still 35% that preferred a table or list format in addition to the current layout.



4.5 88.73% of settings preferred to have the new system where the bank holidays were pre-populated for them on their calendar template at the end of the previous academic year.



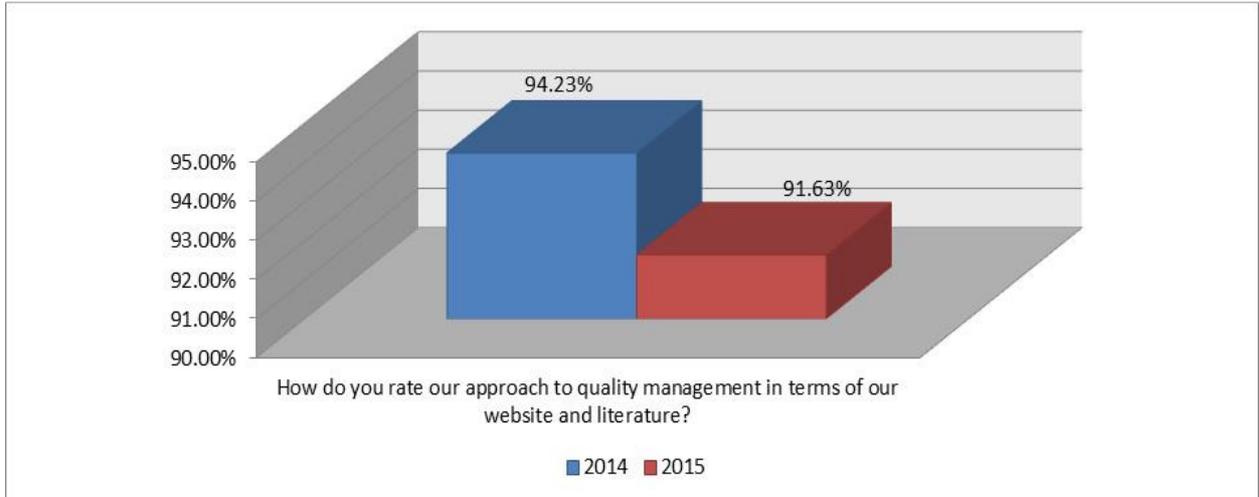
4.6 The table below shows how results differ regarding the website based on our demographic groups that are significantly more or less likely to be satisfied with how various situations are dealt with.

| To what extent are you satisfied/dissatisfied with the following? | Customers significantly more likely than average to be satisfied | Customers significantly less likely than average to be satisfied |
|---|--|--|
| How user friendly is our website | Parents | Child minders |
| How would you rate the quality of the website overall | Parents | CMS Schools |

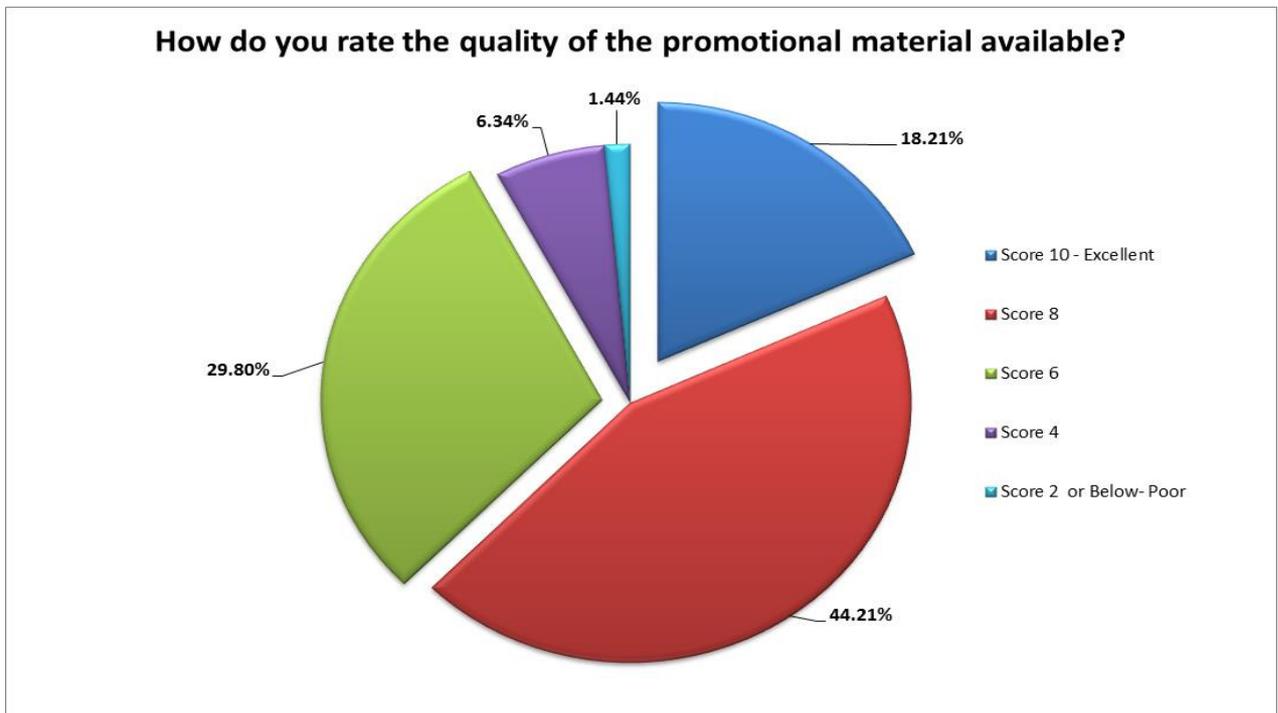
5. Our Literature

5.1 Almost 19% of Cool Milk settings surveyed were not aware of any promotional material available to them from the website; however 72% of them found it effective in encouraging children to drink milk.

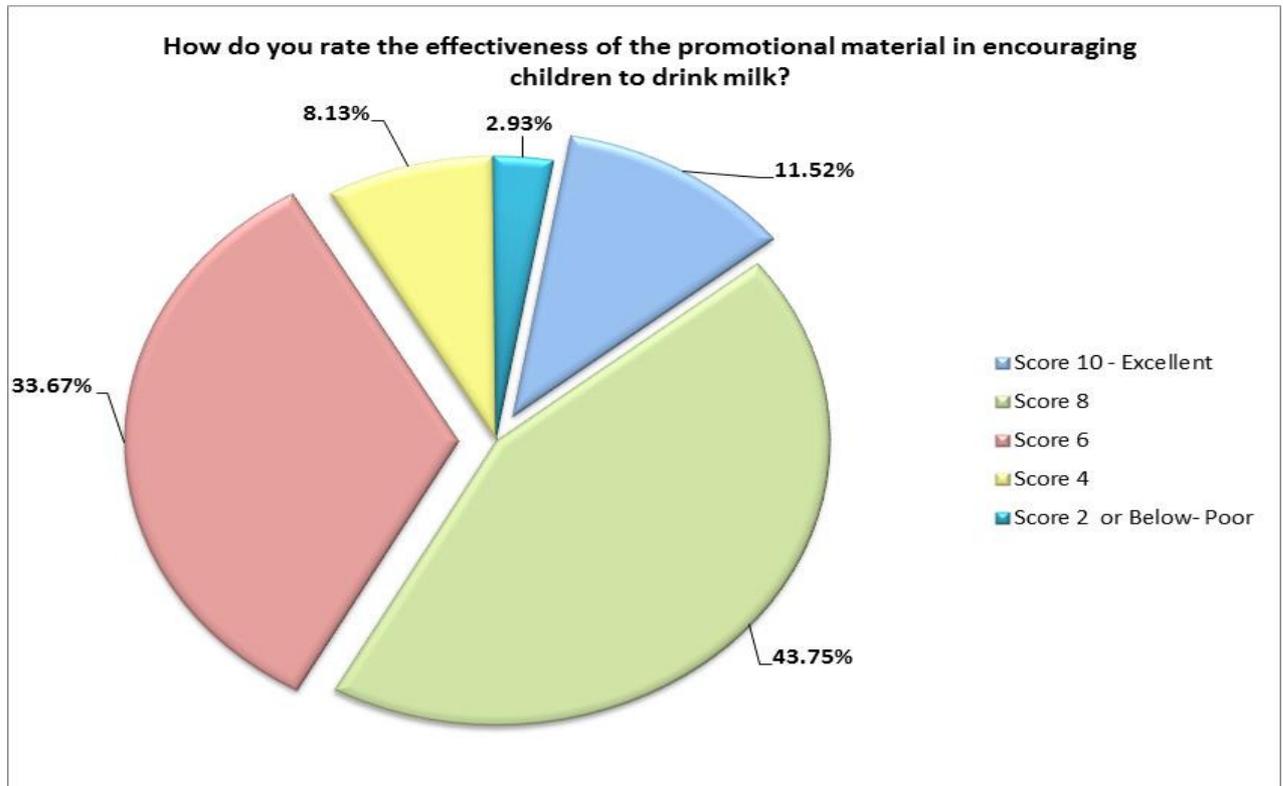
5.2 62.42% rated the quality of the promotional material at 8 and above with only 1.44% rating it as Poor – 2 or below.



5.3 Continued feedback on the educational video remained high with settings happy to have the ability to use the DVD during educational sessions with the children with over 87% saying that they found it fun and educational.



Cool Milk

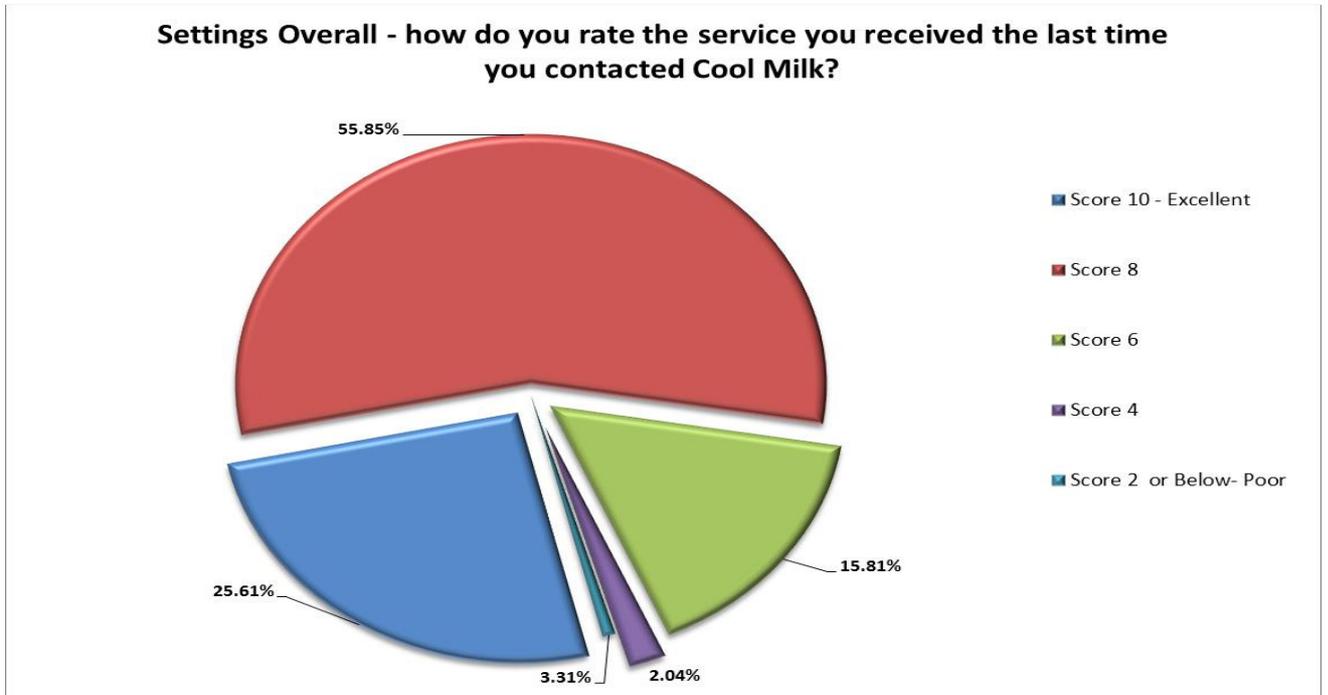


5.4 94.23% of settings rated our quality management in terms of the literature and website material marking us 6 or above.

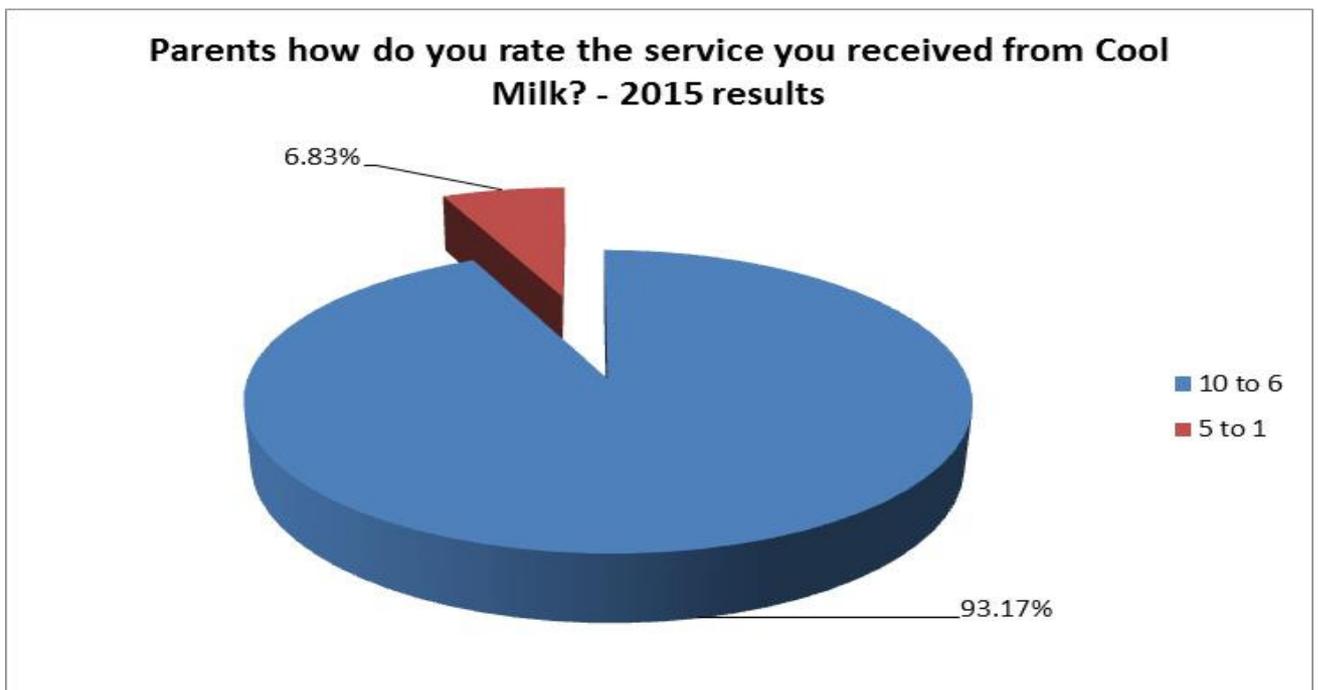
5.5 Overall 90.27% of settings rated our quality of the promotional material and literature marking us 6 or above.

6. Our Customer Service

6.1 Feedback from all our customers rated Cool Milk customer service contact as 6 or above (95.22%) the last time they contacted Cool Milk, however over 50% of our parents stated that they do not speak to our customer service team because they do everything through our website.



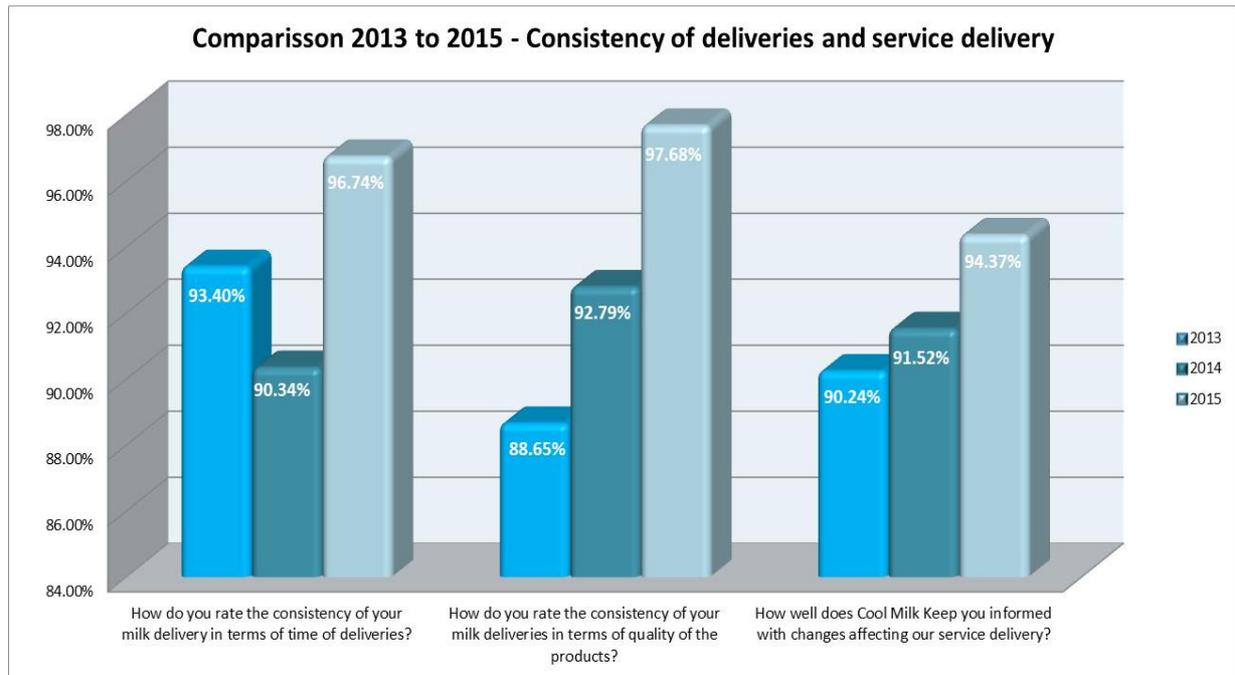
6.2 Feedback from parents who did contact our customer service team rated Cool Milk them as 6 or above (93.17%) the last time they contacted Cool Milk.



7. Your Deliveries

7.1 97.68% of settings thought that the consistency of the quality of milk rated highly, whilst the consistency of timed deliveries (96.74%) and being kept informed of changes (94.37%) all rated above 90% rating each question 6 or above.

7.2 In comparison to 2014 all elements improved over the year by at least 3% with an improvement on 2013 by over 3.5%.

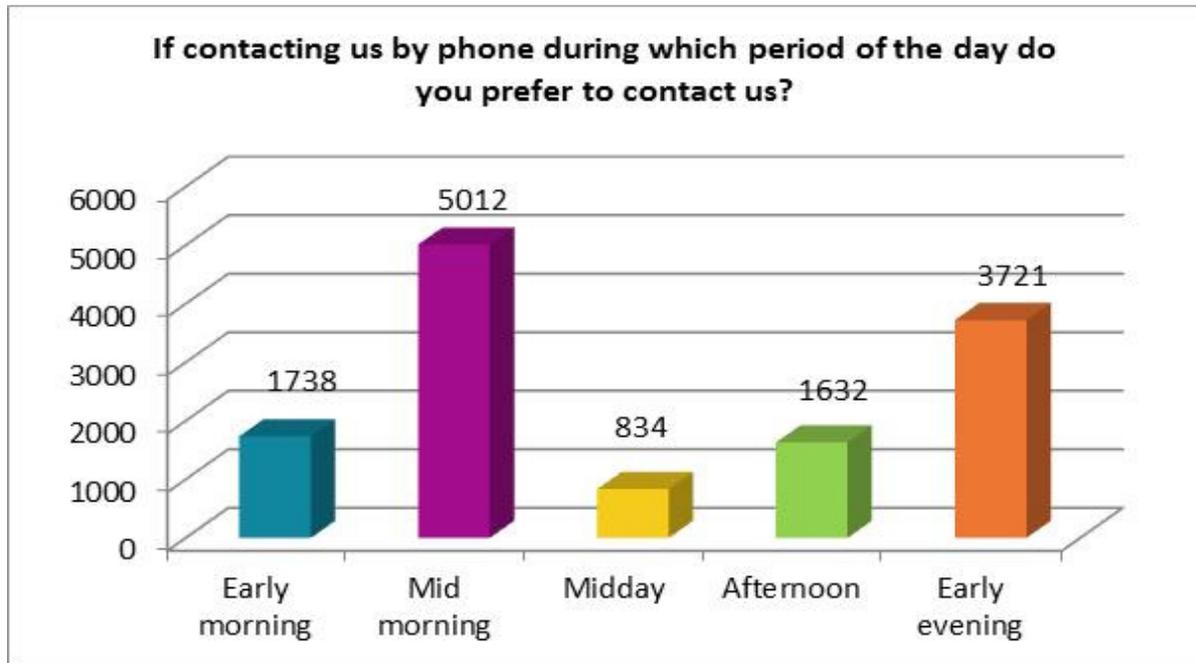


7.3 The table below shows how results differ regarding the deliveries based on our demographic groups that are significantly more or less likely to be satisfied with how various situations are dealt with.

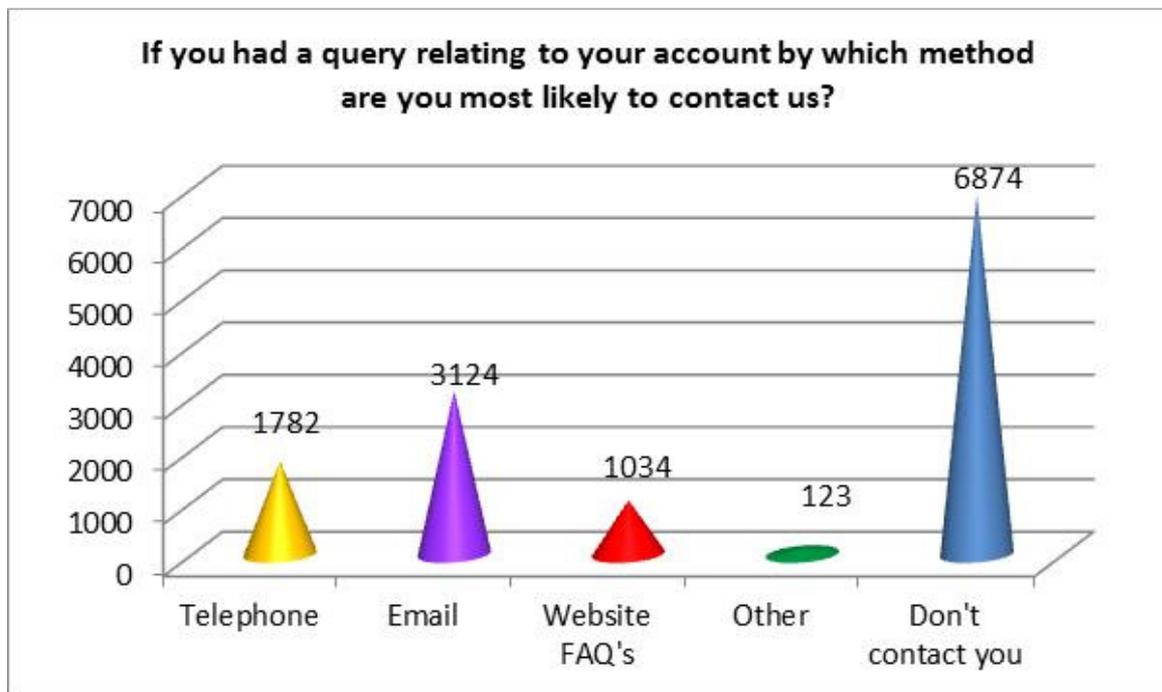
| To what extent are you satisfied/dissatisfied with the following? | Customers significantly more likely than average to be satisfied | Customers significantly less likely than average to be satisfied |
|---|--|--|
| How consistent are your deliveries and in terms of timings? | Scotland | South East England |
| How do you rate the consistency in terms of quality of products? | East of England | South East England |
| How well do we keep you informed with changing effects of service delivery? | South East England | North East England |

8. Communication

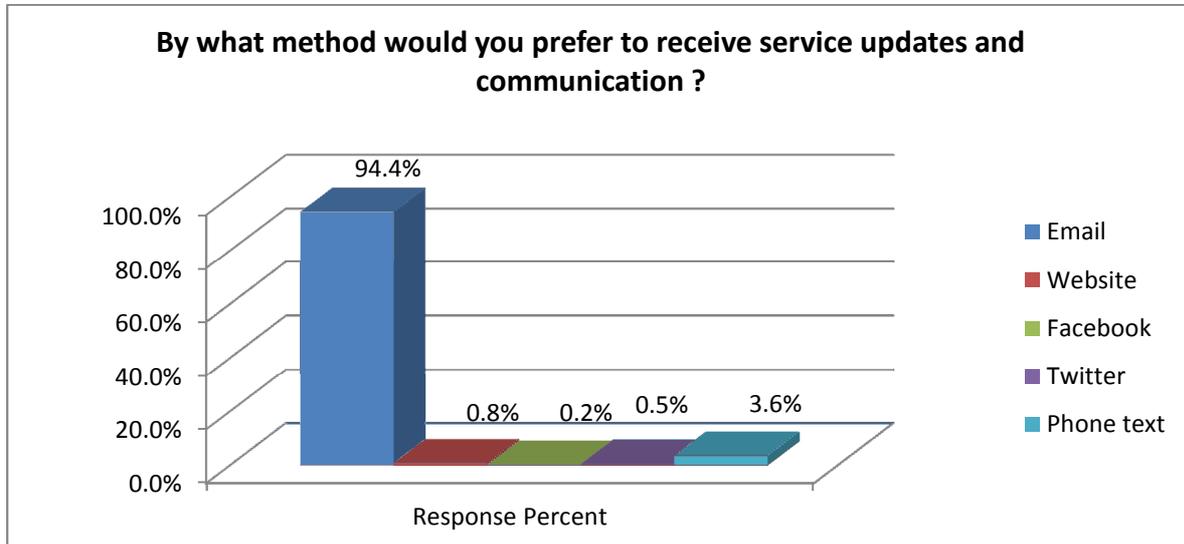
8.1 Parents responded to the survey saying that over 35% prefer to contact Cool Milk around mid-morning with the second largest sector being early evening with 27.16%.



8.2 When parents contact Cool Milk, again the majority of those that do contact us prefer to use email as their method of communication whilst 29% will telephone, just over 17% use the website FAQ's for answers and a very small percentage will speak to the school in the first instance.



8.3 Surprisingly, settings prefer to be informed of changes and updates via Email as opposed to website, Facebook or twitter with a massive 94% selecting this method.

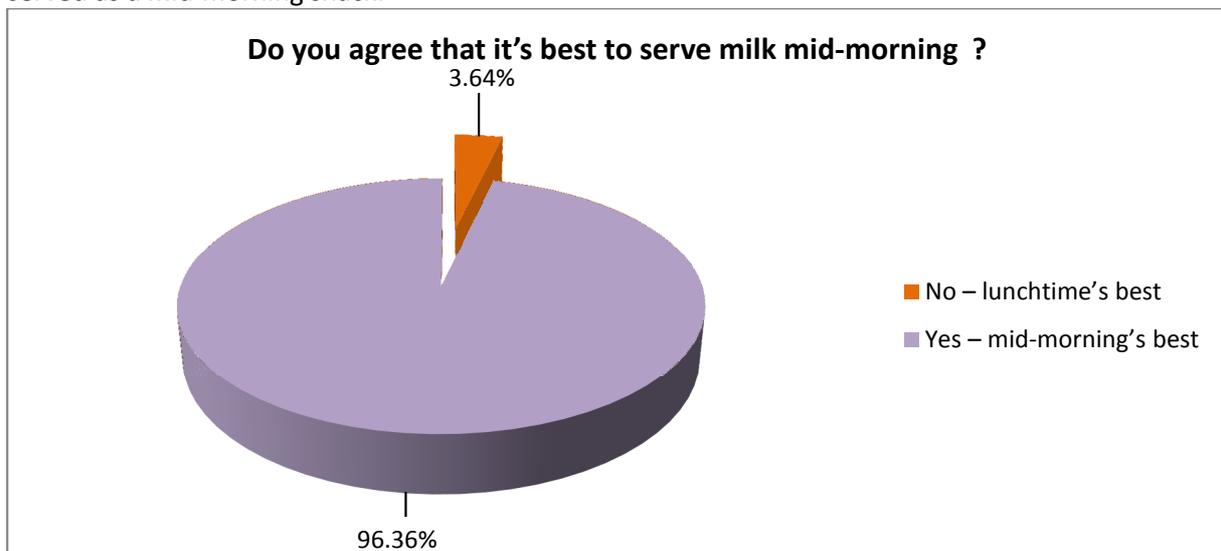


9. Customer Involvement

9.1 Cool Milk encourages all customers to become involved in decision making to help shape and develop the services Cool Milk provides. However, of all Cool Milk customers, schools came out as the group that prefer to be included with ideas through surveys.

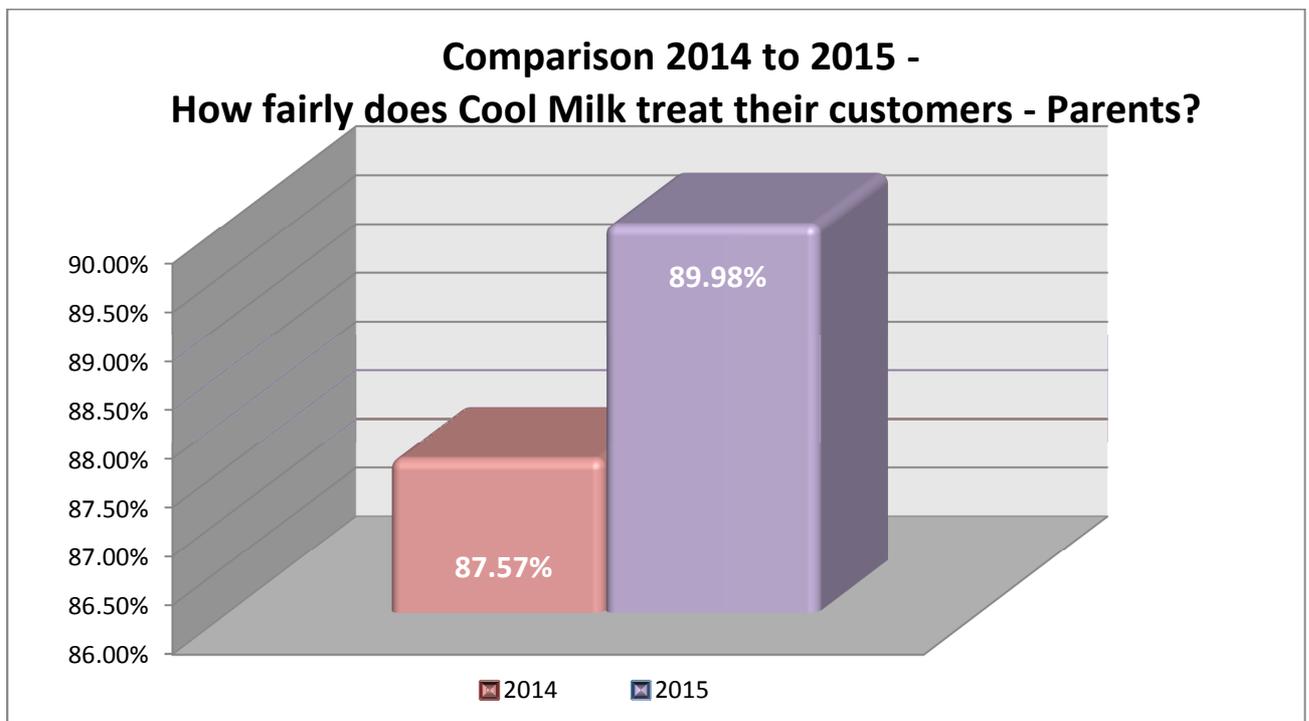
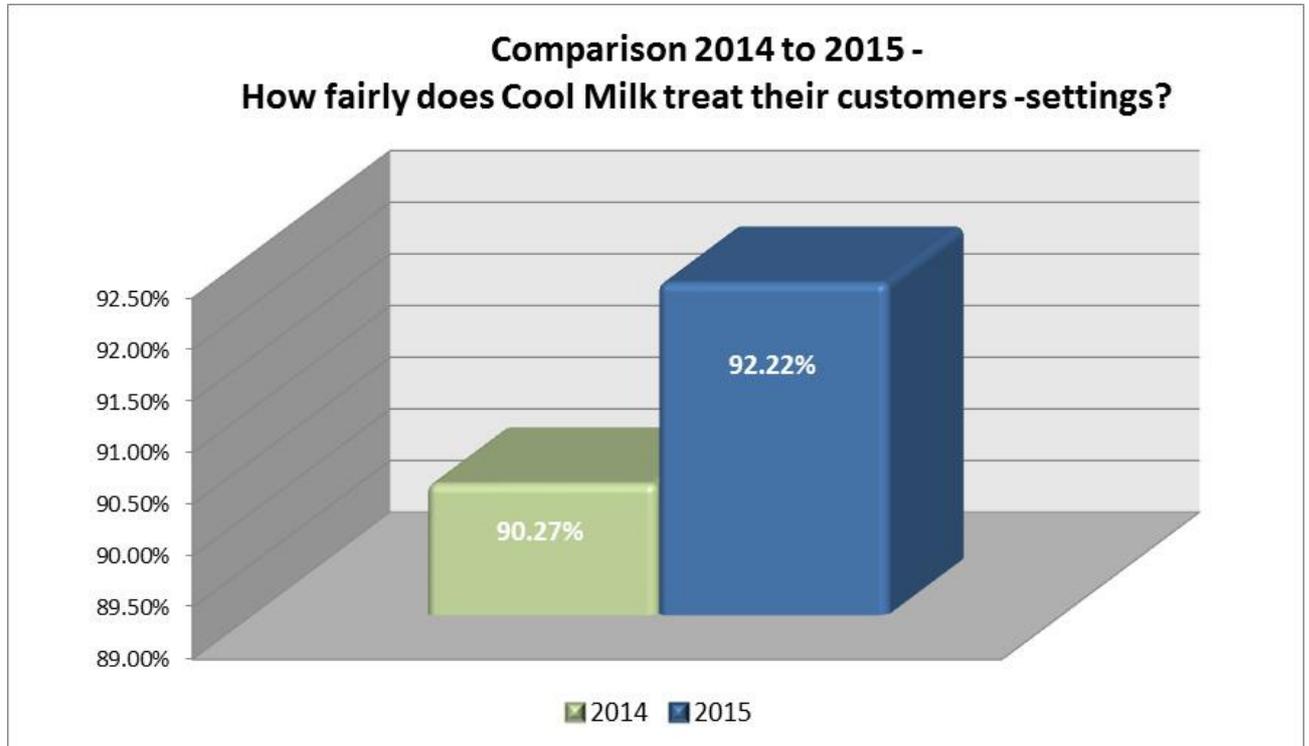
9.2 Those who said they would like to get involved in decision making were asked which methods they would consider using to get involved and they were able to choose all that applied. The methods of getting involved most frequently selected are through *surveys* (68%); *newsletters* (42%); *milk churn* (13%) and through *face to face groups* (23%).

9.3 Those settings who responded to a survey agreed almost unanimously that milk in schools is best served as a mid-morning snack.



10. Your views

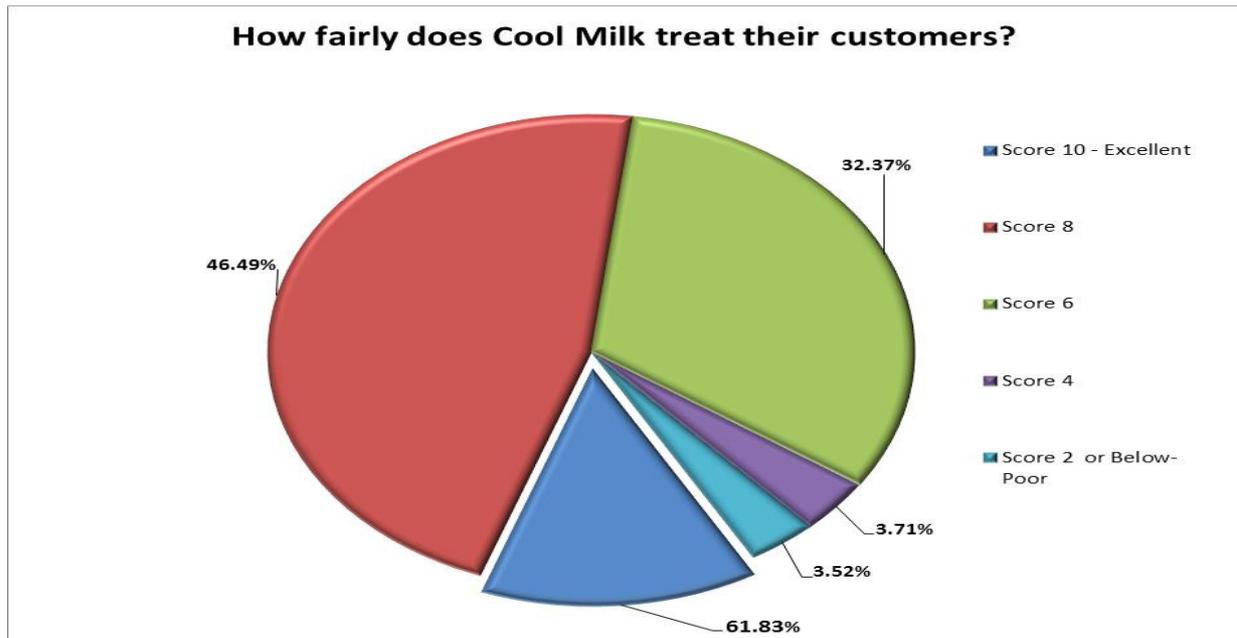
10.1 When asked for their views on whether we treat customers fairly, more than four fifths of Cool Milk customers agree that we treat our customers fairly (91.10%), an increase from 2014 of 2.18%.



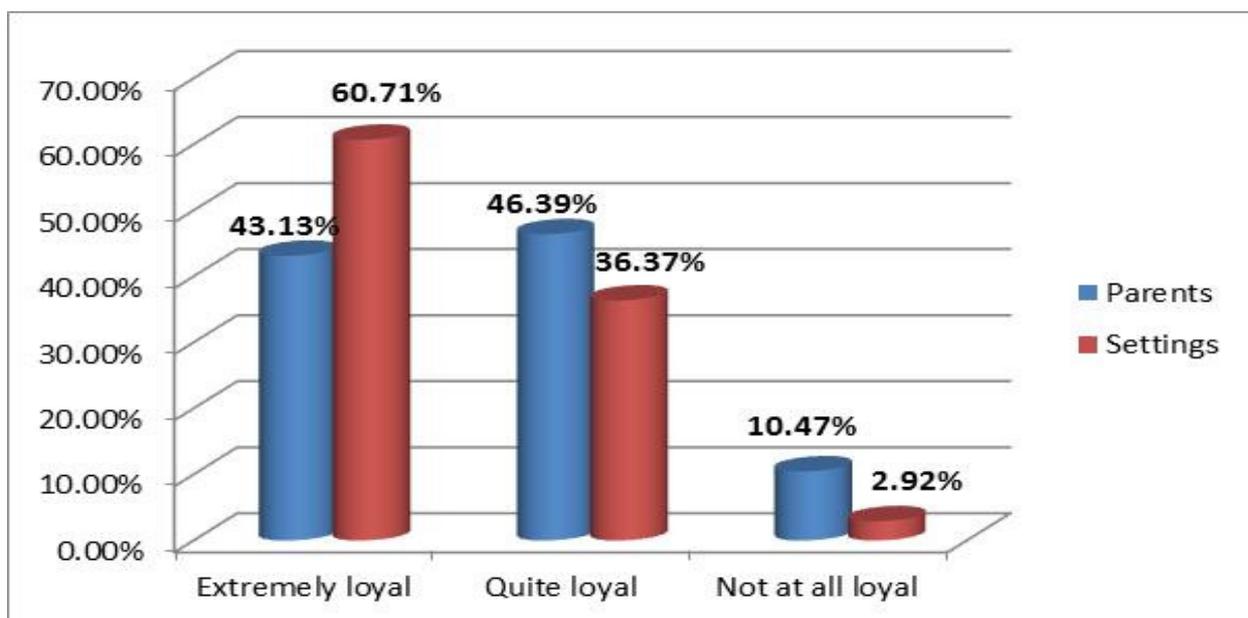
Cool Milk

10.2 The table below shows the demographic sub-groups that are significantly more or less likely than average to agree with the statements above about treating customers fairly.

| To what extent are you satisfied/dissatisfied with the following? | Customers significantly more likely than average to be satisfied | Customers significantly less likely than average to be satisfied |
|---|--|--|
| How fairly does Cool Milk treat its customers? | Nurseries/Playgroups and PVI's | Parents |

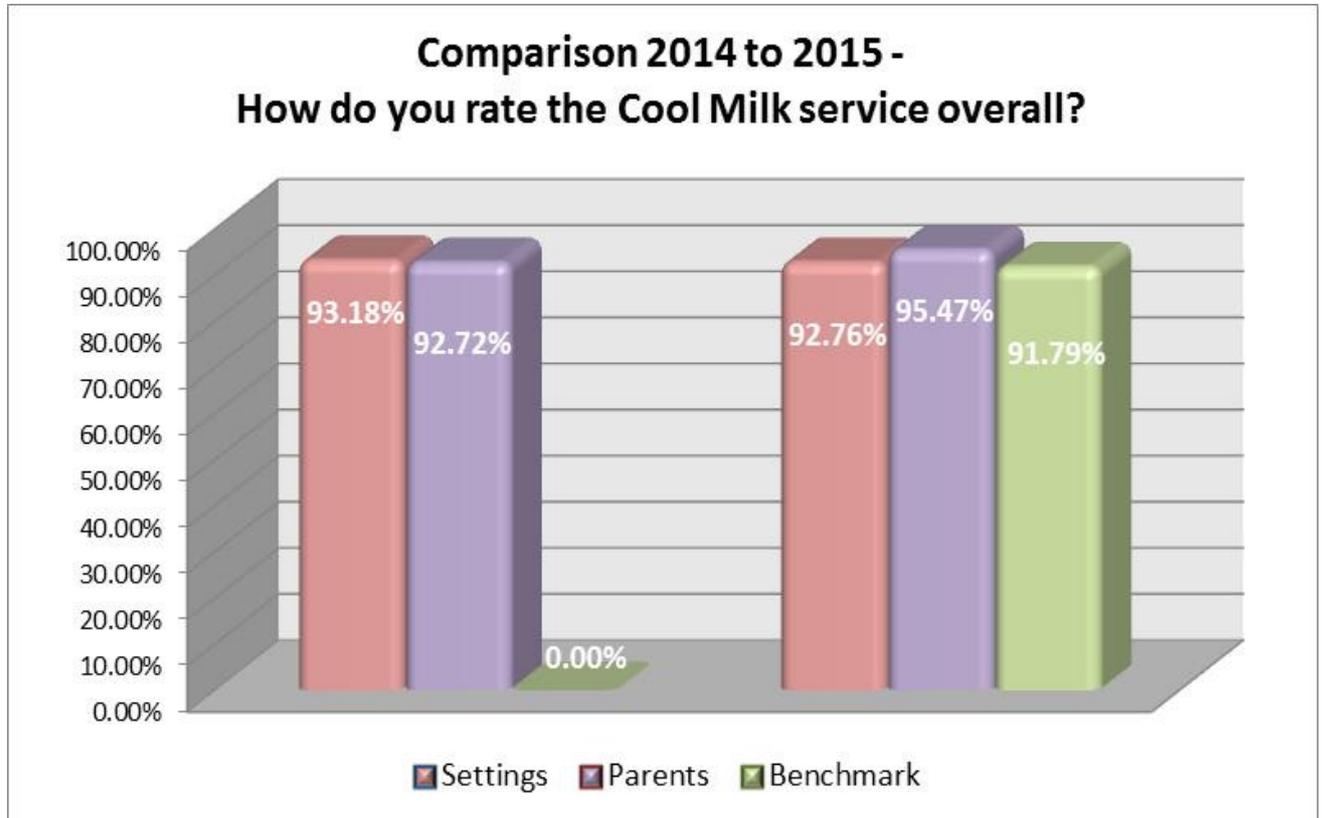


10.3 The graph below shows how settings and parents rate their loyalty to Cool Milk with over 50% being extremely loyal and over 16,700/18,244 of customers who responded being loyal.



Cool Milk Customer Satisfaction Survey 2014-15 Report November 2015

10.4 Overall the survey returned back a rate of 95.47% for parents and 92.76% for settings on our overall service. This was independently benchmarked against over 56,000 other companies with a result that we are rated higher by all our customer groups for overall service provided at up to 4% higher than the benchmarked companies.



11. Conclusion

We continue to carry out these yearly surveys in order to understand:

- the importance customers attach to various attributes of our services;
- customers' perception of our performance on those attributes; and
- priorities for improvement

The results showed that on average customers attach high importance to all the service attributes identified in previous surveys (i.e. reliability, quality of service, timely and accurate deliveries, responsiveness in resolving complaints, responsiveness in effecting new business, customer care and fair treatment, reliability and ease of use of the website and educational literature).

Our customer's level of satisfaction is high for most of the attributes, except the slight reduction in the two areas of whether the website still meets the needs of all our customers as new technology comes into play and the quality of the website and literature provided. These two areas are already being addressed with up and coming improvements to the website and investigations into parent payment methods.

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Moreover, satisfaction levels for technical attributes (such as website, calendars, registrations, order amendments and payment process) have improved for the first time in 3 years implying that there the work already carried out has made an impact on customer perception and service experience.

Finally this year showed a decrease – although small – of the overall Cool Milk service provided for settings. This has been a very difficult time for all our customers, especially schools who have had to make many adjustments to comply with new legal requirements and Cool Milk supported the schools through these changes with help and guidance.

These surveys are now intrinsically linked to the promises that the Cool Milk team make each year to improving services both technical and customer related and the recommendation is to bring these surveys into the heart of the Cool Milk ethos so that we are able to understand and track changes in customer priorities. To do this however, we will need to continue to ensure that our customer databases are regularly updated with contact details.