

# The “BOG?” Chart

## Assessing Customer Feedback

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# Introduction

- The “BOG?” Chart is a means of visually representing some of the challenges associated with conducting customer surveys and customer feedback.
- “BOG?” Stands for “BAD OR GOOD?” and indicates that, under certain circumstances, we cannot tell whether a customer has a bad or a good experience, because he/she does not tell us.
- Customers in the “BOG?” may be very satisfied, or may be very dissatisfied, or even neutral.
- Because of the “BOG?”, the conclusions from a customer survey could be counter-intuitive.

## Working Suppositions

- Customer's level of satisfaction with our products or services could be represented by some form of linear scale, between very satisfied, neutral, and very dissatisfied.
- At each level of satisfaction, the customer will feedback their opinions in a specific way.
- The relation between the customer's level of satisfaction and their feedback behaviour can be represented as a "BOG? Table".

## BOG? Table

Level of Satisfaction	Behaviour in respect to feedback
Very satisfied	Will tell everyone else, but not bother to tell us.
Satisfied	Will tell us they are satisfied.
Neutral	Will not feel the necessity to give us any feedback.
Dissatisfied	Will tell us that they are not satisfied
Very dissatisfied	Will tell everyone else that we are no good, but not bother to tell us.

## What the “BOG? Table” tells us

- At certain levels of satisfaction, customers do not feed back any information to us.
- If they are very satisfied, they will be very happy to recommend us, but not feel the necessity to fill in a customer survey. Their logic is that “there is nothing to complain about”. Their view of the supplier is very positive, but customer feedback does not tell us this.
- If they are neutral, then there is neither anything to complain about nor anything to praise us for. Therefore, because of inertia, the “silent majority” do not provide us with any feedback, because there is “nothing to say”
- If they are very dissatisfied, they will not bother to tell us, holding the view that “what is the point?”. Yet they are very dissatisfied customers.

Customers in the “BOG?” do not give us any feedback.

## The “BOG? Chart” represents the lack of feedback as “BOG?”

Level of Satisfaction	Behaviour in respect to feedback	
Very satisfied	Will tell everyone else, but not bother to tell us.	BOG?
Satisfied	Will tell us they are satisfied.	
Neutral	Will not feel the necessity to give us any feedback.	BOG?
Dissatisfied	Will tell us that they are not satisfied	
Very dissatisfied	Will tell everyone else that we are no good, but not bother to tell us.	BOG?

**If customers do not give any feedback,  
We do not know which part of the “BOG?” they are in**

Level of Satisfaction	Behaviour in respect to feedback	
Very satisfied	Will tell everyone else, but not bother to tell us.	BOG? No feedback
Satisfied	Will tell us they are satisfied.	Feedback
Neutral	Will not feel the necessity to give us any feedback.	BOG? No feedback
Dissatisfied	Will tell us that they are not satisfied	Feedback
Very dissatisfied	Will tell everyone else that we are no good, but not bother to tell us.	BOG? No Feedback

## How customers feed back information.

- Customers who do not feed back any information are said to be in the “BOG?”
  - Their experience may be Bad Or Good (or neutral)
  - We do not know.
- Customers only give us any feedback when they come out of the “BOG?”
- Extreme levels of satisfaction and dissatisfaction and neutral levels result in no feedback.



## Assumptions about customer behaviour

- Over time, customers move linearly up or down between different levels of satisfaction.
- For example;
  - Customers do not suddenly move from being delighted with us to being totally frustrated in one “hop”.
- This is a key assumption
- In practice, some customers may experience such an epiphany.
- However, the working assumption is that, in general, customers satisfaction levels alter gradually, and that this gradual change of attitude is sufficient to bring about changes of feedback behaviour, as shown on the “BOG?” table.

## Implications for Customer Satisfaction Surveys

- If we see an increase in the number of satisfaction or non-satisfaction scores in a customer survey, then we can conclude that a number of customers have come out of the “BOG?”
- However, we do not necessarily know which part of the “BOG?” they were in previously.

## Example: Where did they come from ?

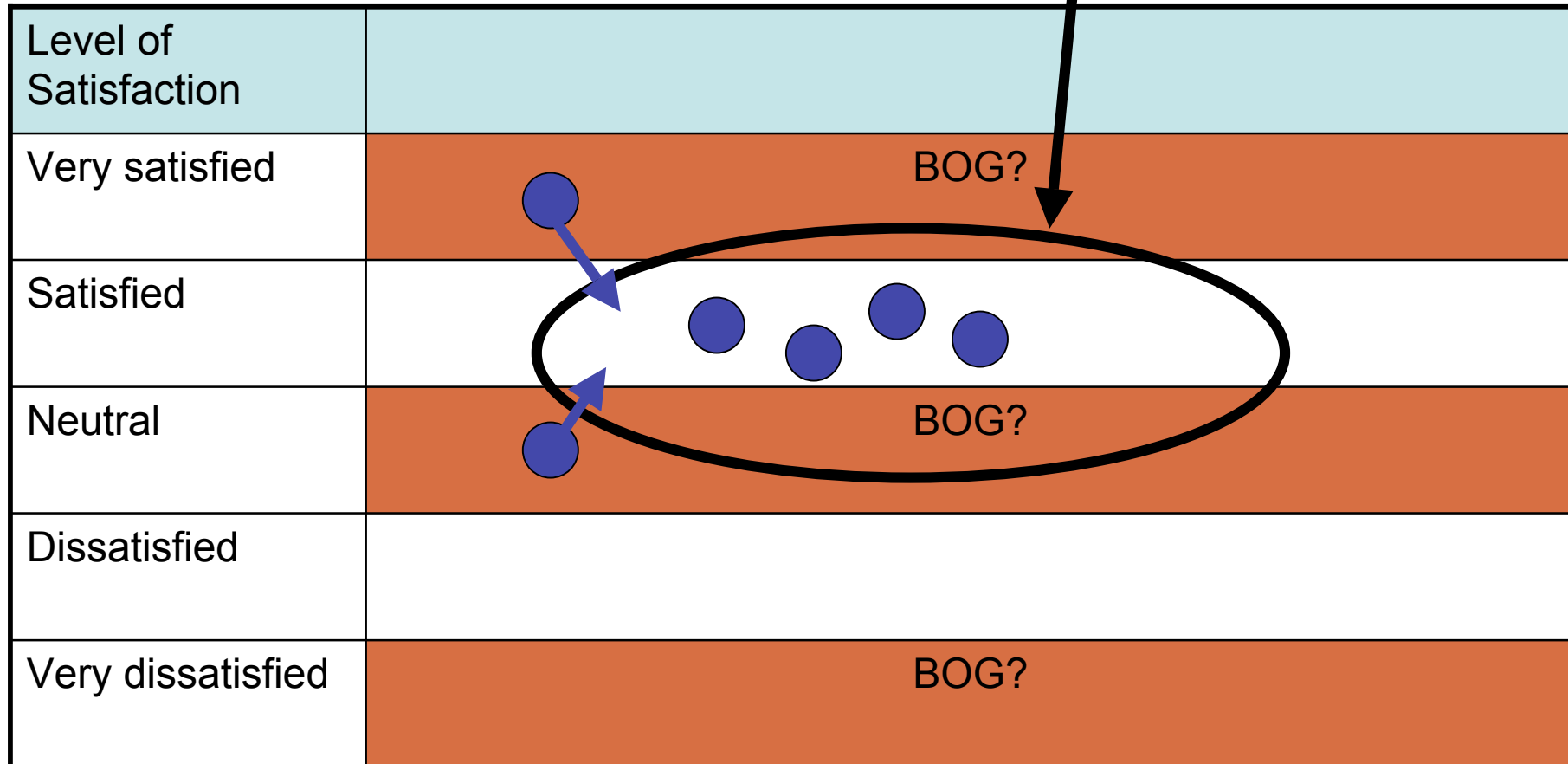
Level of Satisfaction	
Very satisfied	BOG?
Satisfied	
Neutral	BOG?
Dissatisfied	
Very dissatisfied	BOG?

## Example: Where did they come from ?

- If there is an increase in the number of customer complaints, the customers could have come out of different parts of the “BOG?”
- 1) They could have been neutral, and began to be dissatisfied, or
- 2) They could have been very dissatisfied, but their level of dissatisfaction has decreased, to the point where they now believe that it is worthwhile complaining (The “Xerox Effect”)

The “Xerox Effect” occurs when  
an increase in the levels of customer satisfaction  
actually results in  
an increase in complaints.

## Example: Do we have lots of satisfied customers ?



## Example: Do we have lots of satisfied customers ?

- If there is an increase in the number of customer satisfaction responses, the customers could have come out of different parts of the “BOG?”
- 1) They could have been neutral, and began to be satisfied, or
- 2) They could have been very satisfied, but their level of satisfaction has decreased, to the point where they now believe that it is worthwhile feeding back comments (“Wakeup Call”)

The “Wakeup Call” occurs when  
an decrease in the levels of customer satisfaction  
actually results in  
an increase in positive responses.

## Other possible consequences of the “BOG?”

- A decrease in positive feedback could be a consequence of customers being so satisfied with the company that they no longer feel that it is necessary to feed back any information.
  - The company is perfect, why bother telling them?
  - Customer survey analysis may conclude that the company has a problem, when the reverse is the case.
- A decrease in customer complaints could be a consequence of customers becoming so disillusioned that they no longer feel that it is worth complaining.
  - They never listen anyway, so why bother complaining?
  - Customer survey analysis may conclude that the company is improving it's customer satisfaction, when in fact it is in grave danger.

# Conclusions

- Under certain circumstances, the correct conclusions to be drawn from customer feedback could be completely counter-intuitive:
  - “Xerox effect”
  - “Wakeup Call”
- The “BOG? Chart” highlights the importance of understanding the direction that customer satisfaction is moving, rather than the level of satisfaction.
- Well crafted customer surveys need to consider the satisfaction level compared with a previous point in time, in order to capture the direction of customer satisfaction.
- The goal of customer relations should be to increase the level of customer satisfaction, which is not always related to the level of customer feedback.