



ROBERT A. CICERONE

**Director of Customer Loyalty Services
ETC Institute
725 West Frontier Circle
Olathe, KS 66061
913-829-1215**

Selected Accomplishments

- * On own initiative, conceived and sold to client's senior managers a corporate strategy to satisfy customers; developed procedures and materials used by managers of 630 operating units to assess customer satisfaction, then develop and maintain job performance of 25,000 employees as needed to better serve and satisfy customers.
- * Co-designed and co-conducted assessment of leadership and management practices in a state government agency; found opportunities to improve how agency managed its employees; co-reported findings to work force of 3,200; sold recommendations for corrective actions.
- * Identified citizens' expectations and critical issues related to services of a large, decentralized state government agency by conducting focus groups.
- * Improved sales and customer base for companies in multiple industries by collaborating with client managers to create project plans and questionnaires to assess customer loyalty; co-managed data collection and entry; prepared and presented reports.
- * Obtained information required by client organizations by recruiting and interviewing thousands of people, including stakeholders, who met demographic criteria established by clients; recruited and interviewed respondents by telephone and face-to-face, indoors and outdoors.
- * Identified environmental leadership strategies for drinking water utilities by collaborating with managers of multiple utilities in three geographic regions to recruit several hundred people to attend focus groups; co-developed moderator guide; co-managed focus groups; co-authored report summarizing findings and recommending strategies; client accepted recommendations with only a few, minor modifications.
- * Assessed management practices and internal supplier-internal customer relations; collaborated with clients to create questionnaires and project plans; prepared and presented reports.
- * Cut time to learn complex, PC-based cost and productivity system by managing the design, development, and administration of user survey to find where opportunities existed to improve current user manual, then revising manual as needed.
- * Found reasons for customer dissatisfaction with product support of Fortune 25 manufacturer by designing, developing and conducting survey of customers.
- * Uncovered \$1.1 M annualized lost revenue and customer dissatisfactions which caused it; reached agreement with regional manager about corrective actions.
 - Designed and developed questionnaire used to assess customer expectations and satisfaction with services and personnel of national transportation company.
 - Managed administration of questionnaire to sample of customers.
 - Reported findings and sold recommendations.



- * Increased employee satisfaction with their fringe benefits by conceiving an assessment and selling it to management, then developing and administering the assessment instrument and reporting the results; sold recommended changes.
- * Conceived, designed, and conducted focus groups which identified expectations of a client's employees for contract security services; sold recommendations to client management; revised the process used to manage the interactions between contract security personnel and client personnel.
- * Conducted workshops with participants ranging from manager to executive; participants learned new skills, enjoyed the learning experience, and used what they learned.
- * Satisfied managers' needs for improved results in operations, sales and administrative functions by managing decentralized staff of 19 and \$3 M budget.

Employment History

ETC Institute, Olathe, KS (1999 – present)
Director of Customer Loyalty Services

Performance Systems For Success, Overland Park, KS (1997 - 1999)
President

Wells Fargo Guard Services, Kansas City, MO (1992 - 1997)
Account Manager

Customer Satisfaction Research Institute, Lenexa, KS (1991 - 1992)
Director - TQM Services

Ameritech Services, Schaumburg, IL (1989 - 1990)
Manager - Technical Training Development

Yellow Freight System, Overland Park, KS (1981 - 1989)
Director - Human Resource Development; Performance Engineer

Montclair State College, Upper Montclair, NJ (1971 - 1981)
Assistant Professor (tenured) - Psychology

Education

Ph.D., University of Maine (General-Experimental Psychology)
M.A., Temple University (Psychology)
B.A., Upsala College (major = Psychology; minor = Sociology)

Awards and Honors

Invited to contribute to special issue of Performance Improvement in tribute to 20th anniversary of Tom Gilbert's Human Competence: Engineering Worthy Performance; issue published July/August, 1998, by the International Society for Performance Improvement.

International Society for Performance Improvement, Outstanding Instructional Communication Award, 1985.

International Society for Performance Improvement, Outstanding Instructional Product Award, 1984.



Publications

Industry and Trade Periodicals

- Cicerone, B., Sassaman, R. & Swinney, J. Is Assessing Customer Satisfaction an Example of Trying to Catch Chickens After They've Flown the Coop? *RotoWorld* (published by JSJ Productions, Inc., Austin, TX), 2008 (May/June). Pages 44-46.
- Cicerone, B., Sassaman, R., and Swinney, J. Assessing Customer Satisfaction – Is It an Example of Trying to Catch Chickens After They've Flown the Coop? (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, (www.achrnews.com), 2008 (July 7).
- Cicerone, B. Applying Process Improvement to the Process of Management. *CDANA Connection* (published by JSJ Productions, Inc., Austin, TX), 2008, (Special Convention Issue). Pages 18-20.
- Cicerone, B., Sassaman, R., and Swinney, J. Reward Employees for Their Good Work. (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, (www.achrnews.com), 2007 (December 3).
- Cicerone, B., Sassaman, R. & Swinney, J. Peer To Peer Potential. *The Electrical Distributor* (published by the National Association of Electrical Distributors, Inc., St. Louis, MO), 2007, Vol. 44, No. 10 (October). Pages 50 and 52.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Increase The Benefits Of Using Your Experienced Employees To Teach Tasks To Other Employees. *The AHMA Eagle* (published by the American Hardware Manufacturers Association, Schaumburg, IL), 2007 (September/October). Pages 16-17.
- Cicerone, B., Sassaman, R., and Swinney, J. Using Your Experienced Employees To Teach Tasks To Other Employees. *The Cutting Edge* (published by the International Association of Diecutting and Diemaking, Crystal Lake, IL), 2007 (August). Pages 18-20.
- Cicerone, B., Sassaman, R., Swinney, J. Increase Your Results From Continuous Process Improvement. *Pipeline* (published by the National Association of Steel Pipe Distributors, Victoria, TX), 2007, Issue 3, Pages 6 & 18.
- Cicerone, B., Sassaman, R. & Swinney, J. Improving On-The-Job Training. *RotoWorld* (published by JSJ Productions, Inc., Austin, TX), 2007 (July/August). Pages 58-59.
- Cicerone, B., Sassaman, R., and Swinney, J. Invest In The Success Of Newly Promoted Managers. (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, www.achrnews.com), 2007 (July 23).
- Cicerone, B. Invest In The Success Of Newly Promoted Managers: Prepare Them To Perform The Tasks Of Managers. *RotoWorld* (published by JSJ Productions, Inc., Austin, TX), 2007 (March-April). Pages 30-31.
- Cicerone, B. and Tatham, C. Gain A Competitive Advantage: Apply Continuous Process Improvement To The Process For Managing Customer Loyalty – Part B. *CSAA Dispatch* (published by the Central Station Alarm Association, Vienna, VA), 2007 (Spring). Pages 18 and 29.
- Cicerone, B. and Tatham, C. Gain A Competitive Advantage: Apply Continuous Process Improvement To The Process For Managing Customer Loyalty – Part A. *CSAA Dispatch* (published by the Central Station Alarm Association, Vienna, VA), 2007 (Winter 2006-2007). Pages 20-21.
- Cicerone, B., Sassaman, R. & Swinney, J. Keep Your Customers Coming Back – Reward Employees For Their Good Work. *Pipeline* (published by the National Association of Steel Pipe Distributors, Victoria, TX), 2007, (1st Issue). Page 11.
- Cicerone, B., Sassaman, R. & Swinney, J. Keep Your Customers Coming Back - Give Useful Feedback To Your Employees. *IEC Insights* (published by Independent Electrical Contractors, Inc., Alexandria, VA), 2007 (March). Pages 24 and 26.



Publications (continued)

Industry and Trade Periodicals (continued)

- Cicerone, B., Sassaman, R., and Swinney, J. Giving Useful Feedback To Your Employees. (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, www.achrnews.com), 2007 (March 5).
- Cicerone, B., Sassaman, R. & Swinney, J. Keep Your Customers Coming Back: Give Useful Feedback To Your Employees. *RotoWorld* (published by JSJ Productions, Austin, TX), 2007 (January-February). Pages 62-65.
- Cicerone, B. and Tatham, C. Managing Customer Loyalty: Apply Continuous Process Improvement & Increase Sales. *Office Technology* (published by the Business Technology Association, Kansas City, MO), 2007 (February). Pages 25 – 27.
- Cicerone, B., Sassaman, R., and Swinney, J. The Importance of Giving Complete Work Assignments. (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, www.achrnews.com), 2007 (January 8).
- Cicerone, B., Sassaman, R., and Swinney, J. Invest In Continuous Process Improvement – Get More Bang For Each Buck. *TODAY – The Journal of Work Process Improvement* (published by The Association for Work Process Improvement, Boston, MA), 2006, (November/December). Pages 22 – 23.
- Cicerone, B., Sassaman, R., and Swinney, J. Improve the Benefits of Continuous Process Improvement. *Box Score* (published by the Association of Independent Corrugated Converters, Alexandria, VA), 2006 (September-October). Pages 1 and 12.
- Cicerone, B. and Tatham, C. Applying Continuous Process Improvement to Increase Customer Loyalty. (published in the Extra Edition section of the website of the *Air Conditioning, Heating, and Refrigeration News*, www.achrnews.com), 2006 (September 18).
- Cicerone, B., Sassaman, R., and Swinney, J. Improve the Benefits of Continuous Process Improvement. *Plating & Surface Finishing* (published by American Electroplaters and Surface Finishers Society, Inc., Washington, D.C.), 2006, (September). Pages 64-65.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Increasing The Benefits Of Continuous Process Improvement. *CSCMP Supply Chain Comment* (published by the Council of Supply Chain Management Professionals, Lombard, IL), 2006 (July/August). Pages 14-15.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Get More Value From Your Investment In Continuous Process Improvement. *The AHMA Eagle* (published by the American Hardware Manufacturers Association, Schaumburg, IL), 2006 (May/June). Pages 22-23.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Five Questions For Continuous Improvement. *Production Machining* (published by Precision Machined Products Association, Brecksville, OH), 2006 (May). Pages 18-19.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Get More Value From Your Investment In Continuous Process Improvement. *BSCAI Services* (published by the Building Service Contractors Association International, Fairfax, VA), 2006 (May). Pages 20-21.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Get More Improvement From Continuous Process Improvement. *CSAA Dispatch* (published by the Central Station Alarm Association, Vienna, VA), Spring, 2006. Page 19.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Get More Results From Your Investment In Continuous Process Improvement. *IEC Insights* (published by the Independent Electrical Contractors, Inc., Alexandria, VA), 2006 (March). Pages 46-47.



Publications (continued)

Industry and Trade Periodicals (continued)

- Cicerone, B. and Tatham, C. Increase Sales By Applying Continuous Process Improvement To the Process For Managing Customer Loyalty. *Polytopics* (published by the Polyurethane Manufacturers Association, Milwaukee, WI), 2006 (Quarter 1). Pages 4-5.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Increasing The Benefits of Your Investment In Continuous Process Improvement. *The Cutting Edge* (published by the International Association of Diecutting and Diemaking, Crystal Lake, IL), 2006 (March). Pages 10-11.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Get More Benefits From Continuous Process Improvement. *The WAI Connection* (published in the website of the Wire Association International, www.wirenet.org), 2006 (March 7).
- Cicerone, R.A. and Tatham, C. Managing Customer Loyalty To Increase Sales. *NASFM Magazine* (published by the National Association of Store Fixture Manufacturers, Hollywood, FL), 2006, (March/April). Pp. 16-17.
- Cicerone, R.A. and Tatham, C. Increase Sales: Apply Continuous Process Improvement To The Process Of Managing Customer Loyalty. *Pipeline* (published by the National Association of Steel Pipe Distributors, Inc., Victoria, TX), 2006 (January). Pages 3 and 6.
- Cicerone, R.A. and Tatham, C. Keep Customers Coming Back! Give Culligan Dealer Employees Complete Work Assignments. *CDANA Connection* (published by JSJ Productions, Inc., Austin, TX), 2005, (December). Pages 16-17.
- Cicerone, R.A. and Tatham, C. Keep Customers Coming Back – Give Employees Complete Work Assignments. *e-Mhove* (published in the website of the Material Handling Association of America, www.mhia.org) 2005, (November).
- Cicerone, R.A. and Tatham, C. Keep Customers Coming Back: Inspecting What You Expect. *Compoundings* (published by the Independent Lubricant Manufacturers Association, Alexandria, VA), 2005, Vol. 55, No. 10 (October). Pages 31-32.
- Cicerone, R.A. and Tatham, C. Inspect What You Expect To Keep More Customers. *Connections* (published by the Fabricators & Manufacturers Association, Rockford, IL), 2005 (September/October). Page 2.
- Cicerone, R.A. and Tatham, C. Ten Steps To Increase Customer Loyalty. *BSCAI Services* (published by the Building Service Contractors Association International, Fairfax, VA), 2005, Vol. 25, No. 5. Pages 20-21.
- Cicerone, R.A. and Tatham, C. Expand Your Roto Customer Base by Inspecting What You Expect. *RotoWorld* (published by JSJ Productions, Inc., Austin, TX), 2005, Vol 1, No. 2 (March-April). Pages 56-58.
- Cicerone, R.A. and Tatham, C. Inspecting What You Expect Keeps Customers Coming Back. *e-Mhove* (published in the website of the Material Handling Association of America, www.mhia.org), 2005 (February).
- Cicerone, R.A. and Tatham, C. Ten Steps to Customer Loyalty. *NAHAD News* (published by The Association for Hose and Accessories Distribution, Annapolis, MD), 2005, (February). Page. 5.
- Cicerone, R.A. and Tatham, C. Increase Customer Loyalty in 10 Easy Steps. *HVACR Distribution Today* (published by the Heating, Air Conditioning & Refrigeration Distributors International, Boca Raton, FL) Winter 2004/2005. Page 14.
- Cicerone, R.A. and Tatham, C. Market Research: The Key to Creating Loyal Customers. *Chemical Distributor* (published by the National Association of Chemical Distributors, Arlington, VA), 2005 (Jan.). Page 14.
- Cicerone, R.A. and Tatham, C. Using Market Research to Assess Customer Satisfaction. *IEC Insights* (published by the Independent Electrical Contractors, Inc., Alexandria, VA), 2004, Vol. 6 (November/December). Pages 16 and 18.



Publications (continued)

Industry and Trade Periodicals (continued)

- Cicerone, R.A. and Tatham, C. Strengthen Customer Loyalty with Market Research. *Air Conditioning, Heating, and Refrigeration News Online Extra Edition* (published in the website, www.achrnews.com), 2004 (November 29).
- Cicerone, R.A. and Tatham, C. Ten Steps to Greater Customer Loyalty. *The Electrical Distributor* (published by the National Association of Electrical Distributors, Inc., St. Louis, MO), 2004, Vol. 41, No. 11 (October). Pages 80-81.
- Cicerone, R.A. Accelerate Sales Growth In Six Steps. *Diesel Focus* (published by the Adelaide Fuel Injection Company, Adelaide, Australia); January, 1998.
- Cicerone, R.A. How To Increase Sales In 5 Steps. *PBEA Extra!* (published by the Paint, Body & Equipment Association, Kansas City, MO), 1997, (Dec). Page 2.
- Cicerone, B. and Anderson, T. Establishing A Service Image. *Security Management* (published by the American Society for Industrial Security, Alexandria, VA), 1997, Vol. 41 (November). Pages 27-28.
- Cicerone, R.A. Accelerate Sales Growth In Six Steps. *Nozzle Chatter* (published by the Association of Diesel Specialists, Kansas City, MO), 1997, Vol. 39 (December). Pages 6 and 8.

Business Newspapers

- Cicerone, R.A. Strengthen Your Competitive Position By Keeping Your Organization Aligned With Its Market. *Greater Kansas City Business* (published by The Greater Kansas City Chamber of Commerce), 2006 (June). Page 3.
- Cicerone, R.A. Strengthen Your Competitive Position By Aligning Your Organization With Its Market. 2005 (December 15). Posted to the website of The Greater Kansas City Chamber of Commerce (www.kcchamber.com).
- Cicerone, R.A. and Tatham, C. Market Research Is The Key To Building Customer Loyalty. *Kansas City Business Journal*, June 25 – July 1, 1999. Page 42.
- Cicerone, R. A. Proper Use Of Rewards Can Lead To Healthy Bottom Line. *Kansas City Business Journal*, April 30 -May 6, 1999. Page 33.
- Cicerone, R.A. Giving Useful Feedback Can Boost Customer Satisfaction. *Kansas City Business Journal*, November 6-12, 1998. Page 35.
- Cicerone, R.A. Complete Job Instructions Eliminate Room For Errors. *Kansas City Business Journal*, July 10-16, 1998. Page 24.
- Cicerone, R.A. 5 Steps To Accelerate Sales Growth. *Kansas City Small Business Journal*, May, 1998. Page 29.
- Cicerone, R.A. Informed Employees Keep Clients Returning. *Kansas City Business Journal*, May 23-29, 1997. Page 17.

Professional and Scientific Journals

- Cicerone, R.A. Improving Explanations of Performance. *Performance Improvement* (published by the International Society for Performance Improvement, Silver Spring, MD), 2007, Vol. 46, (September). Pages 13-15.



Publications (continued)

Professional and Scientific Journals (continued)

- Cicerone, R.A., Sassaman, R., and Swinney, J. Controlling Motor Vehicle Driver Behavior at Roadside Interview Sites. *ITE Journal* (published by the Institute of Transportation Engineers, Washington, D.C.), 2007, Vol. 77, (August). Pages 18-20.
- Cicerone, R.A., Sassaman, R., and Swinney, J. The Important Contribution of Market Research to Human Performance Technology. *Performance Improvement* (published by the International Society for Performance Improvement, Silver Spring, MD), 2007, Vol. 46, (February). Pages 22-25.
- Cicerone, R.A., Sassaman, R., and Swinney, J. Controlling the Behavior of Motor Vehicle Drivers: A Nonverbal Application of Gilbert's Behavior Engineering Model. *Performance Improvement* (published by the International Society for Performance Improvement, Silver Spring, MD), 2006, Vol. 45, (October). Pages 14-16.
- Cicerone, R.A., Sassaman, R., and Swinney, J. The Path to Improved Performance Starts with Theory: A Lesson Learned from Tom Gilbert. *Performance Improvement* (published by the International Society for Performance Improvement, Silver Spring, MD), 2005, Vol. 44, (February). Pages 9-14.
- Cicerone, R.A. and Tatham, C. Ten Steps To Target Your Market Research On Customer Loyalty. *O.B.M. Network News* (published by the Organizational Behavior Management Network, Kalamazoo, MI), 1999, Vol. 11 (June). Page 11.
- Cicerone, R.A. Keep Customers Coming Back - A Model And Job Aid For Creating Loyal Customers. *Performance Improvement* (published by the International Society for Performance Improvement, Silver Spring, MD), 1998, Vol. 37, (July/August). Pages 57-62.
- Cicerone, R.A. Building Your Customer Base. *Executive Forum* (published by the American Management Association, New York, NY), 1997, (September). Pages 1-2.
- Cicerone, R.A. Preference For Mixed Versus Constant Delay Of Reinforcement. *Journal Of The Experimental Analysis Of Behavior*, 1976, Vol. 25, Pages 257 - 261.
- Pliskoff, S., Nelson, T., and Cicerone, R.A. Local Response-Rate Constancy On Concurrent Variable-Interval Schedules Of Reinforcement. *Journal of the Experimental Analysis of Behavior*, 1978, Vol. 29, Pp. 431-446.
- Tatham, C., Cicerone, R., and Tatham, E. *Stakeholder Perceptions of Utility Role in Environmental Leadership*. 2006. American Waterworks Association Research Foundation, Denver, CO.
- Zigon, J. and Cicerone, R.A. Teaching Managers How To Improve Employee Performance. *Performance And Instruction* (published by the International Society for Performance Improvement, Silver Spring, MD), 1986, Vol. 25 (September). Pages 3-6.



Presentations

- 'Assessing Employee Satisfaction.' Presented to the HR Forum, September 13, 2005.
- 'Assessing and Managing Customer Loyalty.' Presented to the Kansas chapter of the American Water Works Association, May 5, 2004.
- 'The Path To Improved Performance Starts With Theory: A Lesson Learned From Tom Gilbert.'
- Presented to Kansas City chapter of the International Society for Performance Improvement, April 14, 2004.
- Discussant on Panel, Urban-Rural Water Issues, at the Annual Water and the Future of Kansas Conference, March 11, 2004.
- 'Creating Loyal Customers: The Origin, Evolution And Application Of A Model For Managing Work Processes And Job Performance That Influence Customer Loyalty.' Presented to the Kansas City chapter of the International Society for Performance Improvement on February 8, 2000.
- 'Managing For Customer Satisfaction In A Decentralized Organization.' Presented to a joint meeting of the Kansas City chapters of the International Society for Performance Improvement and the American Society for Training and Development on October 15, 1997.
- 'Is The Future Success Of Your Security Organization At Risk?' Presented to the Kansas City chapter of the American Society for Industrial Security on October 2, 1997.
- 'How To Accelerate Rate Of Revenue Growth By Increasing Customer Base.' Presented to the Florida Association for Behavior Analysis on September 18, 1997.
- 'Documenting, Publishing, And Presenting Your Human Performance Technology Project.'
- Co-presented (with Connie Swartz) to the Kansas City chapter of the International Society for Performance Improvement on June 4, 1997.
- 'Expanding Your Impact On Employee Performance: Teaching Line Managers How To Use Performance Technology.' Encore presentation to the annual conference of the National Society for Performance and Instruction on April 1, 1986.
- 'Expanding Your Impact On Employee Performance II: Teaching First Line Supervisors How To Use Performance Technology.' Presented to the annual conference of the National Society for Performance and Instruction on April 23, 1985.
- 'Expanding Your Impact On Employee Performance: Teaching Line Managers How To Use Performance Technology.' Co-presented (with Jack Zigon) to the annual conference of the National Society for Performance and Instruction on April 26, 1984.