

May 13, 2015

2014 – 2015 311 Satisfaction Research

Final Report

Waves 1 – 4



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Background and Methodology

Methodology

- ◆ Ipsos Reid conducted a telephone survey with 311 callers across four separate survey waves.
 - Wave 1 – July 24 to Aug 20, 2014
 - Wave 2 – Oct 30 to Nov 9, 2014
 - Wave 3 – Dec 8, 2014 to Jan 8, 2015
 - Wave 4 – Feb 5 to Mar 17, 2015
- ❖ Prior to their interaction with a call centre representative, callers to 311 were asked to agree to being contacted for a follow-up survey.
- ❖ The average interview length was 15 minutes.
- ◆ With a sample of 250 per wave, results are considered accurate to within ± 6.2 percentage points, 19 times out of 20, of what they would have been had the entire customer base of 311 callers been polled.
 - ❖ The following table details the number of interviews conducted within each wave as well as the corresponding margins of error.

Wave	Number of interviews	Maximum margin of error
Wave 1	250	± 6.2
Wave 2	250	± 6.2
Wave 3	250	± 6.2
Wave 4	250	± 6.2



Key Research Findings



HIGHLIGHTS

- ❶ Overall, a strong majority of respondents are satisfied with their overall call experience with 311 and half say that the experience is *better* than experiences with other call centres.
- ❷ The City of Calgary outperforms Ipsos' norms across all six key comparative measures.
- ❸ Dissatisfaction with wait and talk times has negative impacts on how respondents rate other key call measurements.
- ❹ A majority of respondents report that placing a call to 311 was the first action taken, rather than seeking out information or requesting service through digital channels. This channel is by far the most preferred way to connect with 311 in the future (compared to 311 online and the 311 app).
- ❺ Overall awareness of 311's multi-language capabilities is lower (four-in-ten), though a very strong majority believe that it is a valuable service to provide.

Key Research Findings

Caller Profile Overview

- ◆ Fewer than one-in-ten respondents say that the most recent call was their first to 311, with the majority of respondents saying they have called in the past.
 - ❖ First time callers are more likely to be 18-34 years of age (15%) compared to those 35+ years (9%).
 - ❖ First time callers are equally as satisfied with their overall call experience, wait times, and talk times as those who have called 311 more than once.
- ◆ On par wave over wave, about four-in-ten respondents contacted 311 to request a City service, while three-in-ten were requesting information. One-in-ten respondents were following up on a service request.
 - ❖ Those who called to *request a City service* are more likely to be:
 - First time callers (54%) compared to those who have called in the past (43%);
 - Callers who did not *try to use another channel before calling 311* (47%) compared to *those who did try to use another channel before calling 311* (31%).
 - ❖ Those who called to *request information* are more likely to be:
 - Women (36%) compared to men (30%);
 - Previous 311 callers (36%) compared to first time 311 callers (23%);
 - Callers who are *very satisfied* with their overall call experience (34%) compared to those who are *not at all satisfied* (19%); and,
 - Callers who *tried to use another channel before calling 311* (49%) compared to *those who did not try to use another channel before calling 311* (28%).
 - ❖ Those who called to *follow up on the status of a service that you requested*:
 - Callers who are *dissatisfied with the mobile site for Calgary.ca* (22%) compared to those who are *satisfied* (10%);
 - Those who are *somewhat satisfied* (16%) or *not at all satisfied* (21%) compared to those who are *very satisfied* (10%); and,
 - Those who are *somewhat dissatisfied* (21%) or *very dissatisfied* (27%) with their wait time, compared to those who are *very satisfied* (10%) or *somewhat satisfied* (11%).

Key Research Findings (continued)

Assessing the Call Experience

- ◆ Overall, close to nine-in-ten respondents say that they are satisfied (very/somewhat) with their overall 311 call experience, with more than seven-in-ten stating that they are very satisfied. Among the minority who are not satisfied with their call experience, did not resolve issue/problems, poor response time/slow, and poor staff knowledge were the top reasons provided.
 - ❖ Those who are more likely to be *satisfied (very/somewhat)* with the overall call experience include:
 - Callers who are *satisfied with the overall level and quality of City programs & services (97%)* compared to those who are *not satisfied (73%)*;
 - Callers who say that they receive *good value for their property taxes (97%)* compared to those who say that they receive *poor value (81%)*;
 - Those who are *very satisfied (98%)* with the satisfaction with the *waiting time* compared to those who are *not at all satisfied (72%)*.
- ◆ Eight-in-ten respondents say that their most recent 311 call experience is better (half of respondents) or the same (one third of respondents) than other call centres that they deal with. This most recent wave shows the highest incidence of respondents reporting that their 311 experience was better (60% Wave 4 compared to 51% Wave 3, and 53% Wave 2).
 - ❖ Those who are more likely to say that their 311 call experience is better than other call centres include:
 - *First time callers to 311 (70%)* compared to those who have *called 311 in the past (54%)*; and,
 - Those who are *very satisfied with their overall 311 call experience (64%)* compared to those who are *not at all satisfied (14%)*.

Key Research Findings (continued)

Assessing the Call Experience

- ◆ While overall satisfaction with the length of time waiting for 311 staff to answer their call is relatively strong, results do show a decline in satisfaction in this most recent wave of research. Virtually all respondents are satisfied with the call duration.
 - ❖ Those who are more likely to say that they are satisfied with their wait time include:
 - Callers contacting 311 *to request information (90%)* and *to request a service (90%)* compared to those who were *following up on a service request (78%)*;
 - Callers who are *satisfied with the overall level and quality of City programs & services (92%)* compared to those who are *not satisfied (66%)*; and,
 - Callers who say that they receive *good value for their property taxes (92%)* compared to those who are *say that they receive poor value (71%)*.

Key Research Findings (continued)

- ◆ While a strong majority of respondents spoke only to a 311 representative, more than one-in-ten say that they were transferred to someone else, and the vast majority were redirected to the right person. In the most recent wave, we do however note a significantly higher percentage of respondents who were transferred to the wrong person, compared to the first two waves of research (9% Wave 4 compared to 3% Wave 1 and 2% Wave 2).
 - ❖ It is important to note that the incidence of being transferred to the wrong person does not differ across call types and key socio-demographics.
- ◆ Generally consistent across all four waves, more than eight-in-ten respondents are satisfied with the following call experience elements:
 - Your overall experience with 311 staff (94%)
 - Staff provided accurate information (87%)
 - Staff provided complete information (86%)
 - Staff explained the process clearly (83%)
 - Staff's ability to resolve your request (83%)
- ◆ Comparatively lower scores are noted for the following:
 - Staff explained how to follow up on your request (70%)
 - Staff's ability to resolve your additional questions (70%)
 - Staff explained that you could go to Calgary.ca for additional information (49%)

Key Research Findings(continued)

- ◆ Considering key socio-demographic differences across these measures, a few key interesting observations emerge:
 - ❖ Callers who are *very satisfied* with their *wait time* are more likely to be satisfied with each of the key customer service delivery metrics compared to those who are *not at all satisfied* with the *wait time*.
 - Your overall experience with 311 staff (98% of callers who are very satisfied with the wait time vs. 72% who are not at all satisfied with the wait time)
 - Staff provided accurate information (91% vs. 56%)
 - Staff provided complete information (92% vs. 53%)
 - Staff explained the process clearly (90% vs. 50%)
 - Staff's ability to resolve your request (89% vs. 50%)
 - Staff explained how to follow up on your request (75% vs. 56%)
 - Staff's ability to resolve your additional questions (75% vs. 47%)
 - Staff explained that you could go to Calgary.ca for additional information (54% vs. 28%)
 - ❖ Callers who are *very satisfied* with their *talking time* are more likely to be satisfied with each of the key customer service delivery metrics compared to those who are *not at all satisfied* with the *talking time*.
 - Your overall experience with 311 staff (99% who are very satisfied with the talking time vs. 10% who are not at all satisfied with the talking time)
 - Staff provided accurate information (93% vs. 15%)
 - Staff provided complete information (94% vs. 15%)
 - Staff explained the process clearly (89% vs. 10%)
 - Staff's ability to resolve your request (91% vs. 10%)
 - Staff explained how to follow up on your request (75% vs. 20%)
 - Staff's ability to resolve your additional questions (76% vs. 10%)
 - Staff explained that you could go to Calgary.ca for additional information (54% vs. 10%)

Key Research Findings (continued)

- ◆ In terms of the experience with a 311 representative, three-quarters or more of respondents are satisfied with each of the following elements:
 - Was pleasant and courteous
 - Was attentive and willing to listen
 - Understood your request
 - Was knowledgeable and competent
 - Was willing to offer help above and beyond what you expected
- ◆ Considering key socio-demographic differences across these measures, a few key interesting observations emerge:
 - ❖ Callers over the age of 35 years (97%) are more likely to say that 311 staff members were *pleasant and courteous* compared to those 34 years and younger (92%);
 - ❖ Callers who say that they receive *good value for their taxes* are more likely to be satisfied with each of the staff evaluation components below compared to those who say that they receive *poor value for their property taxes*:
 - Was pleasant and courteous (97% vs. 87%)
 - Was attentive and willing to listen (96% vs. 79%)
 - Understood your request (96% vs. 82%)
 - Was knowledgeable and competent (94% vs. 68%)
 - Was willing to offer help above and beyond what you expected (81% vs. 55%)

Key Research Findings (continued)

- ❖ Callers who are *very satisfied* with their *wait time* are more likely to be satisfied with each of the key staff evaluation metrics below compared to those who are *not at all satisfied* with the *wait time*.
 - Was pleasant and courteous (98% who are very satisfied with the wait time vs. 83% who are not at all satisfied with the wait time)
 - Was attentive and willing to listen (97% vs. 61%)
 - Understood your request (96% vs. 78%)
 - Was knowledgeable and competent (94% vs. 61%)
 - Was willing to offer help above and beyond what you expected (82% vs. 36%)
- ❖ Callers who are *very satisfied* with their *talking time* are more likely to be satisfied with each of the key staff evaluation metrics below compared to those who are *not at all satisfied* with the *talking time*.
 - Was pleasant and courteous (99% who are very satisfied with the talking time vs. 30% who are not at all satisfied with the talking time)
 - Was attentive and willing to listen (99% vs. 15%)
 - Understood your request (98% vs. 40%)
 - Was knowledgeable and competent (97% vs. 15%)
 - Was willing to offer help above and beyond what you expected (86% vs. 15%)
- ◆ Just half of respondents who spoke with a 311 representative say that they were informed about the ability to use Calgary.ca for service requests or information.

Key Research Findings (continued)

Channel Assessment

- ◆ Nearly eight-in-ten respondents say that they contacted 311 without trying to access information or a service request through any other channel. Top reasons for calling 311 as the first point of contact include *prefer/easier to call, not computer literate/don't have a computer, prefer talking directly to a person/best way to get answers*.
- ◆ Considering key socio-demographic differences across these measures, a few key interesting observations emerge:
 - ❖ Callers under the age of 54 years are more likely to have accessed one of the online/digital channels compared to those over the age of 55 years (25% vs. 17%).
 - Callers 18-34 years are more likely to have *searched the internet using Google, Bing or Yahoo* (15%) compared to those 35-54 years (7%) and 55+ years (5%); and,
 - Callers 18-34 years are more likely to have *accessing Calgary.ca from a mobile device such as a tablet or smartphone* (9%) compared to those 35-54 years (2%) and 55+ years (1%).
 - ❖ Callers who are *very satisfied* with their overall call experience are more likely to have not accessed a digital/online channel compared to those who are not at all satisfied with their call experience (80% vs. 67%).
- ◆ About one-quarter of respondents say that they have contacted 311 about the same topic/issue/piece of information in the past 12 months.
 - ❖ Those who are more likely to have contacted 311 about the same topic/issue/piece of information in the last year include:
 - Men (30%) compared to women (22%);
 - Those 34-54 years (31%) compared to those 18-34 years (20%) and 55+ years (24%);
 - Those who are *not satisfied* with the *overall level and quality of programs and services from The City* (45%) compared to those who are satisfied (24%); and,
 - Those who say that they *receive poor value for their property taxes* (37%) compared to those who say that they receive *good value for their property taxes* (25%).

Key Research Findings (continued)

Channel Assessment

- ◆ Considering digital channels for information and SRs, the majority of Calgary.ca desktop/laptop, Calgary.ca mobile, and 311 app users are satisfied with the overall experience of requesting a service or information through each. That said, an overwhelming majority of respondents say that calling 311 is their preferred way to contact The City.
- ◆ Considering key socio-demographic differences across these measures, a few key interesting observations emerge:
 - ❖ Callers 18-34 years of age are more likely to be satisfied with *The City of Calgary's website using a desktop/laptop* (82%) and *The City's website using a mobile device* (83%) compared to those who are 35-54 years (70% and 65%, respectively);
 - ❖ Callers who do not have a disability are more likely to be satisfied with *The City of Calgary's website using a desktop/laptop* (77%) compared to those who do have a disability (68%);
 - ❖ Those who are *satisfied* with the *overall level and quality of programs and services from The City* are more likely to be satisfied with *The City of Calgary's website using a desktop/laptop* (80%) compared to those who are not satisfied with the *overall level and quality of programs and services* (44%); and,
 - ❖ Those who say that they *receive good value for their property taxes* are more likely to be satisfied with *The City of Calgary's website using a desktop/laptop* (79%) compared to those who say that they *receive poor value for their property taxes* (51%).
- ◆ Overall awareness of 311's multi-language capabilities is lower (four-in-ten), though a very strong majority believe that it is a valuable service to provide.

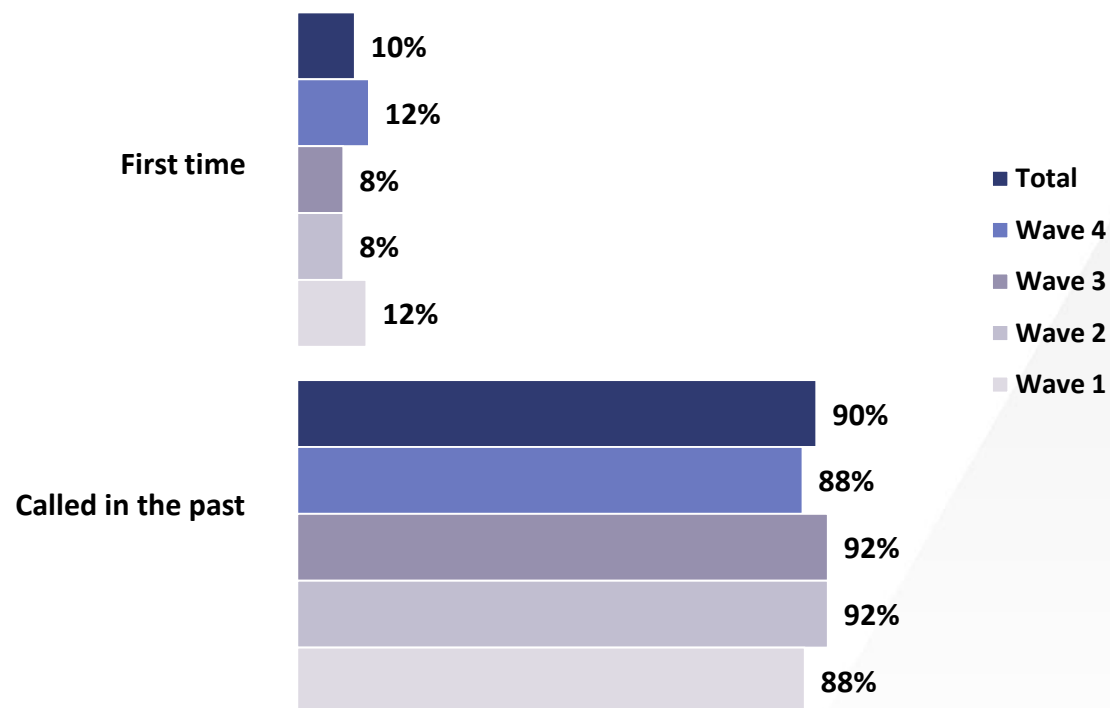


Detailed Research Findings



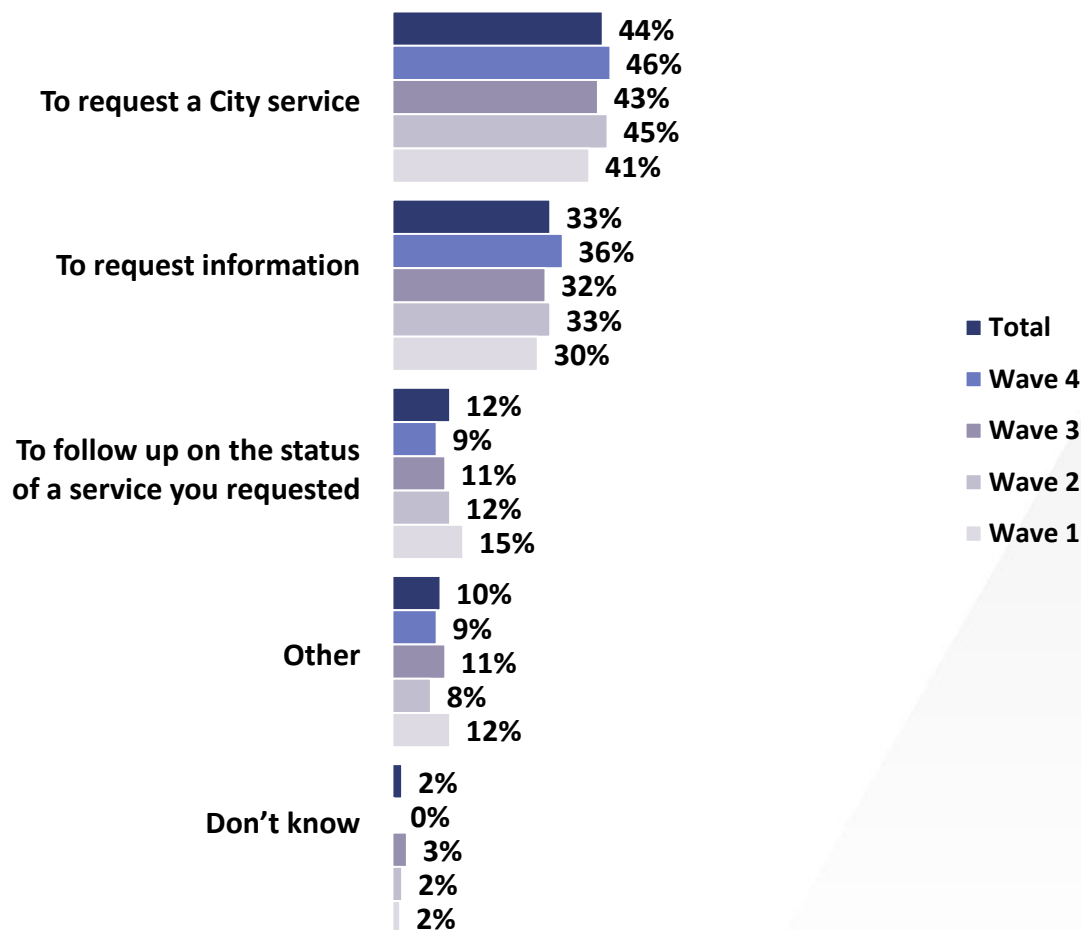
Call Profile

Past 311 Call Experience



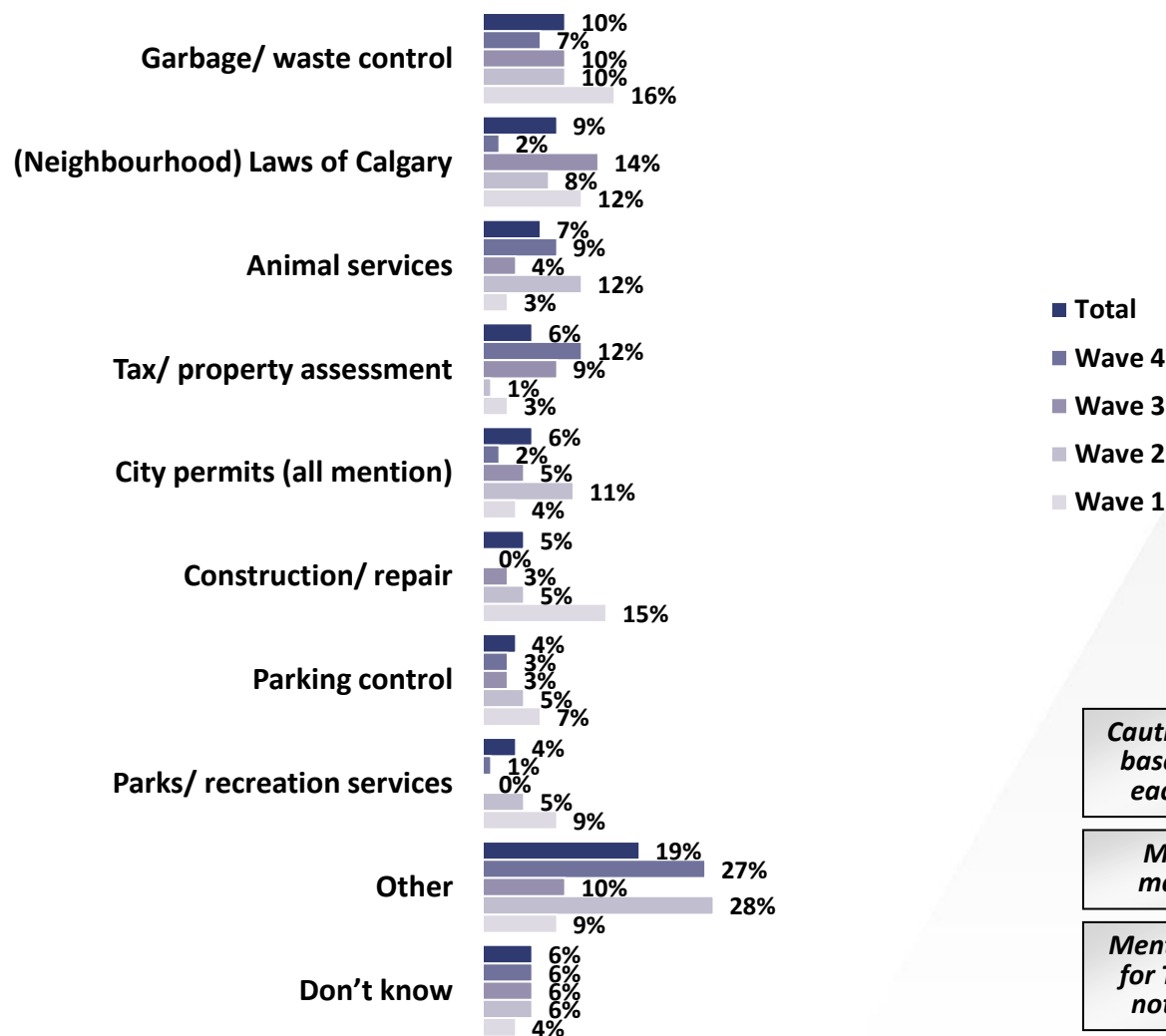
Q1. Was it the first time you've called 311 or have you called 311 in the past? Base: All respondents (n=1000 for Total)

Primary Reason for Calling 311



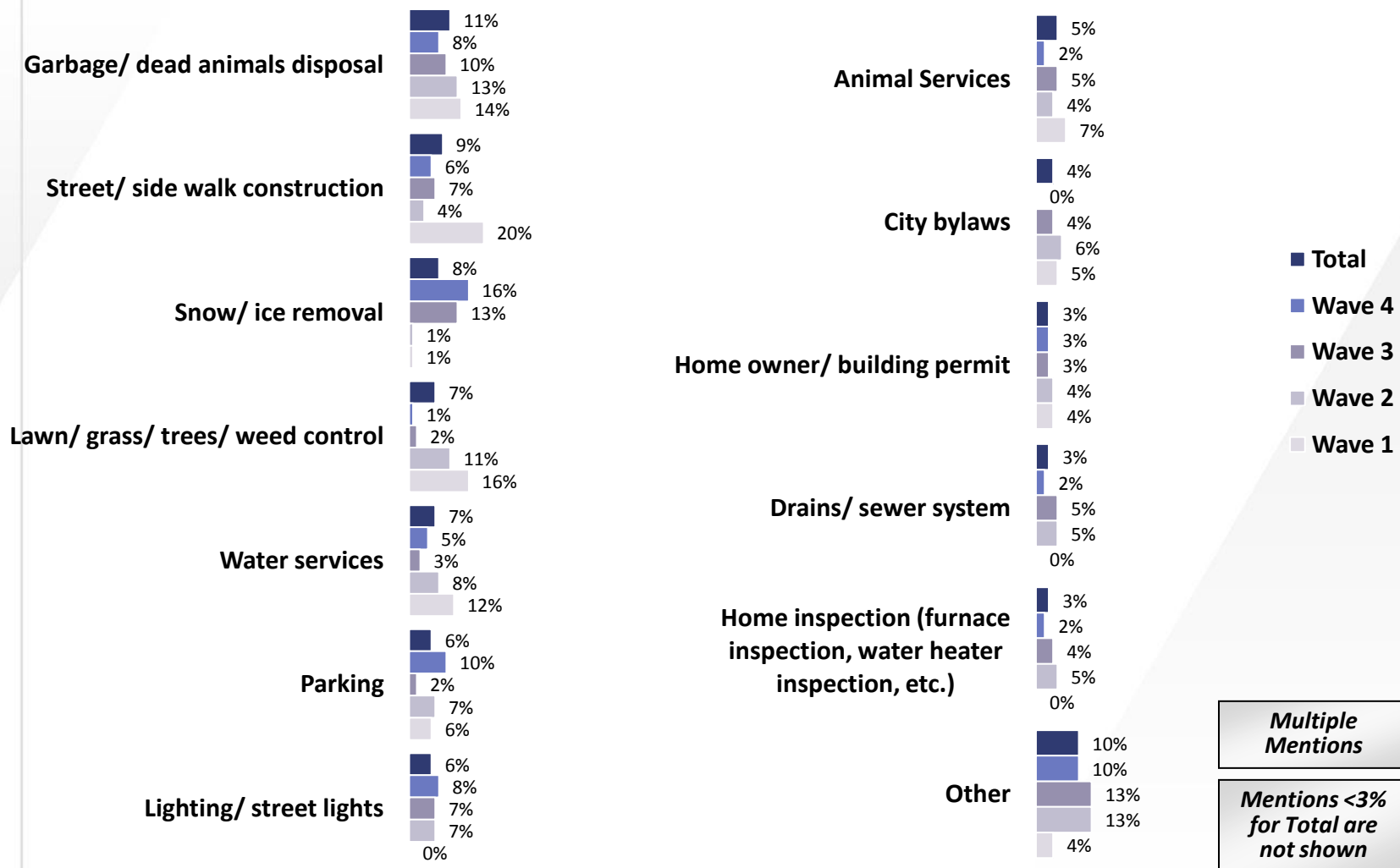
Q2. What was the primary reason that you called the 311 service? Was it...Base: All respondents (n=1000 for Total)

Specific Reasons for Calling 311 – To Request Information



Q2b. What information were you calling about? Base: Called 311 to request information (n=327 for Total)

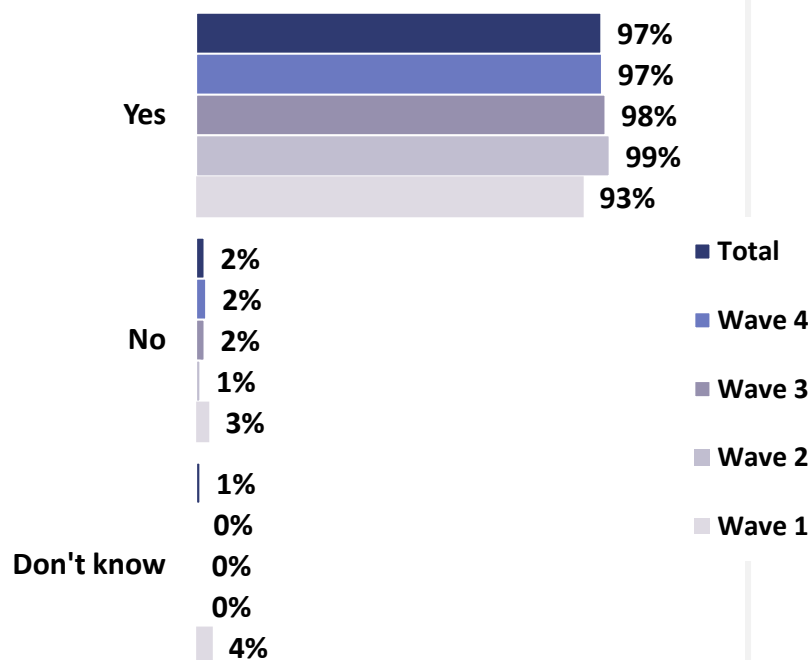
Specific Reasons for Calling 311 – To Request a Service



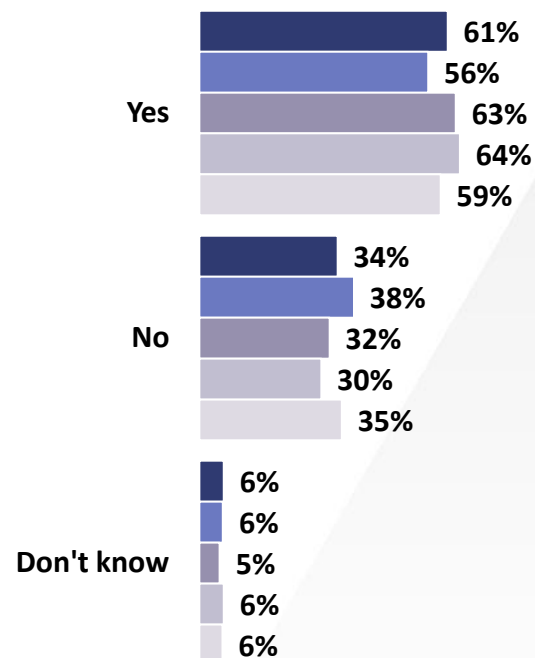
Q3. What service were you calling about? Base: Called 311 to request a City service (n=555 for Total)

Incidence of Speaking with a 311 Rep & Tracking Number Issuance

Spoke with a 311 Representative



Received a Tracking Number (Among SR callers only)



Q3a1. Did you speak with a 311 representative? Base: All respondents (n=1000 for Total)

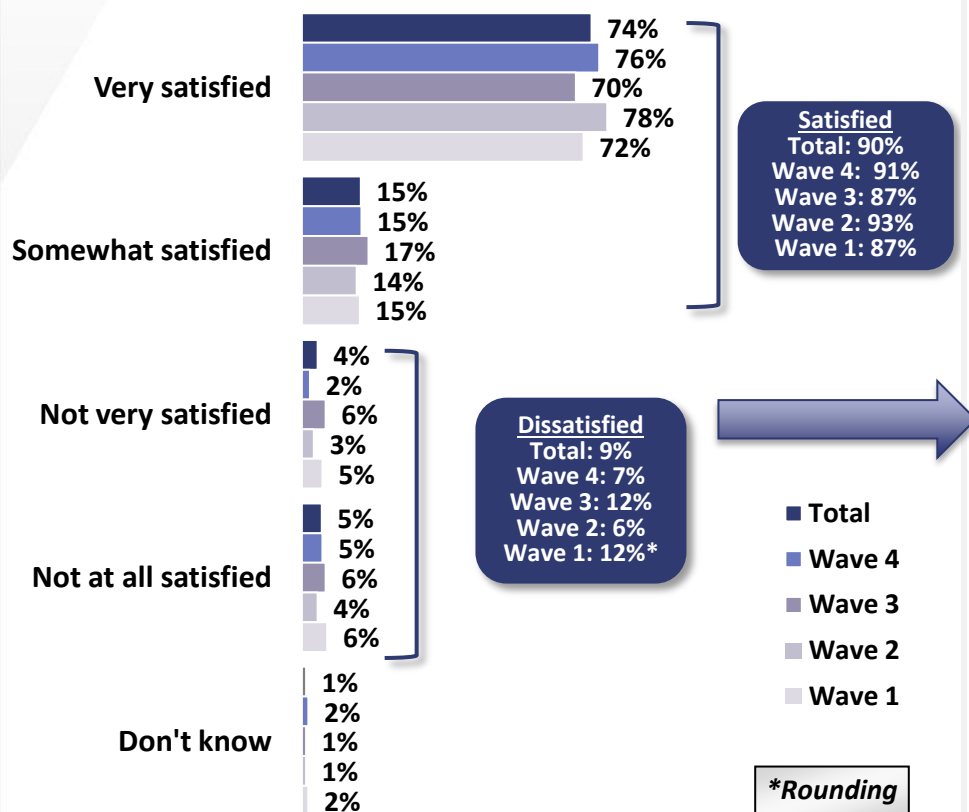
Q3a. Did you receive a tracking number? Base: Called 311 to request a City service or to follow up on the status of a service request (n=555 for Total)



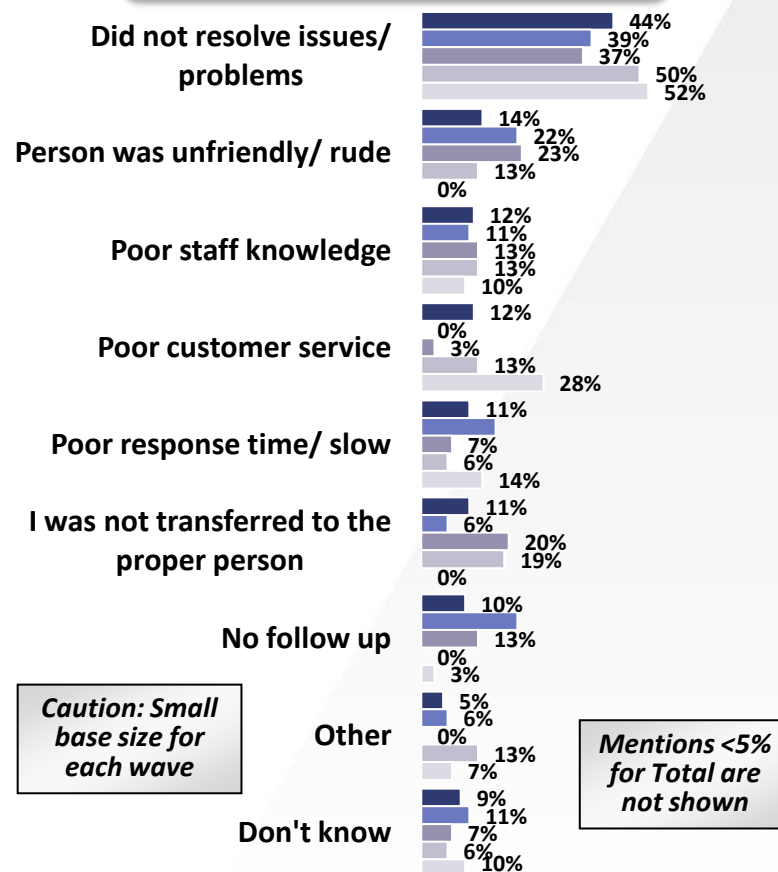
Assessing the Call Experience

Overall Satisfaction with 311 Call Experience

Satisfaction with Overall Call Experience



Reasons for Dissatisfaction With Overall Call Experience

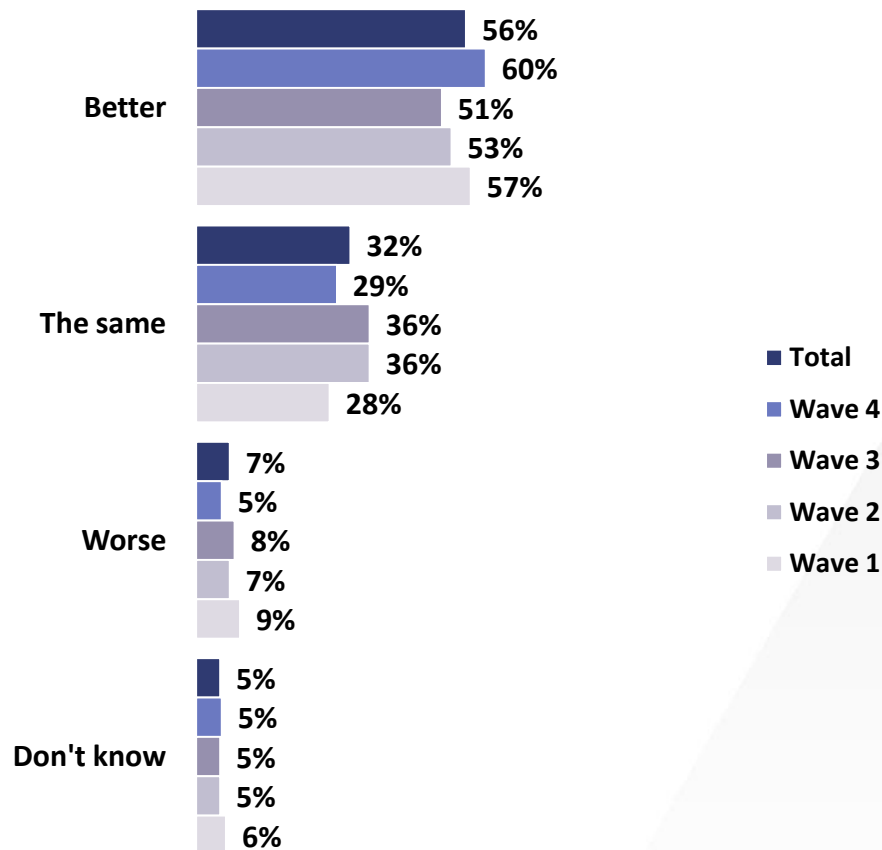


Q4. And thinking just about the phone call you made to 311 and not what happened afterwards, overall how satisfied were you with the 311 service?

Base: All respondents (n=1000 for Total)

Q5. Why were you dissatisfied with the 311 service? Base: Not very/not at all satisfied with the 311 service (n=93 for Total)

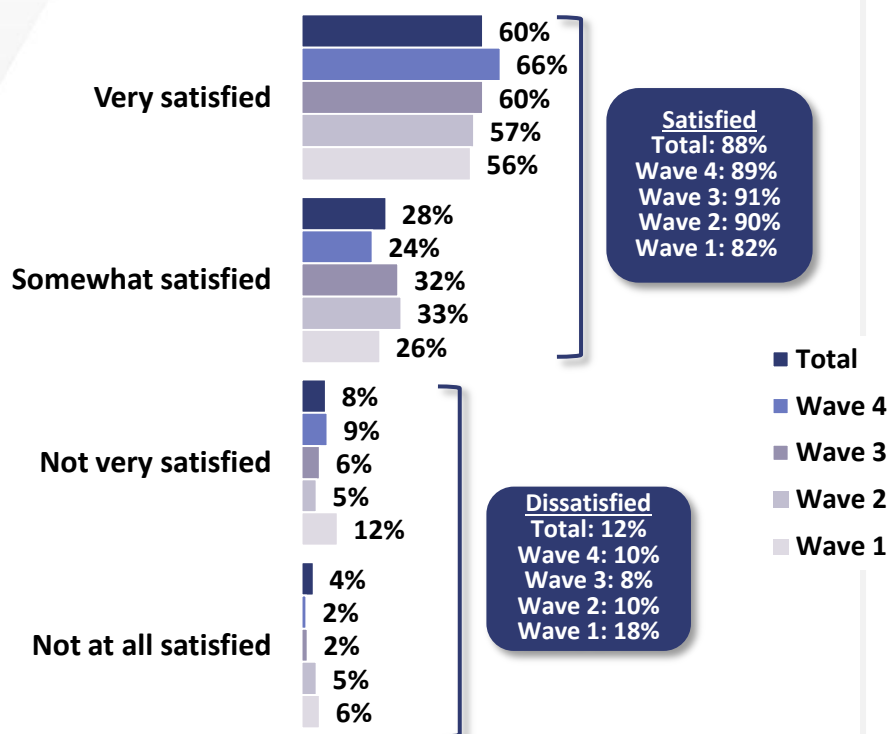
Assessment of 311 Phone Call Experience Compared to Other Call Centers



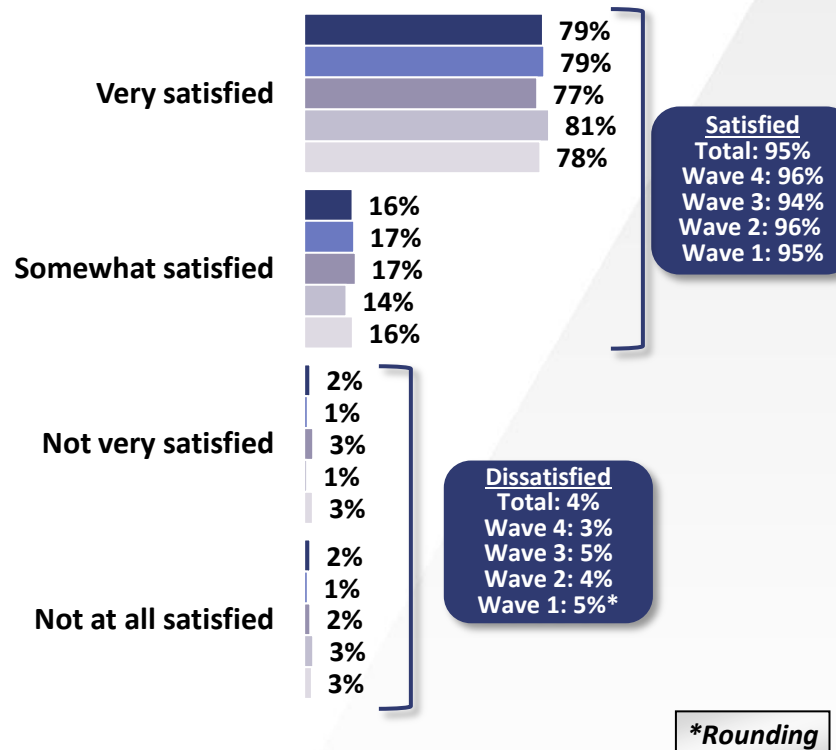
Q6. Still thinking about just the 311 service, and not what happened afterwards, was your recent phone call experience with 311 better, the same, or worse compared to other call centers that you deal with? Base: Spoke with a 311 representative (n=967 for Total)

Satisfaction with Call Wait Time & Call Duration

Satisfaction with Call Wait Time



Satisfaction with Call Duration

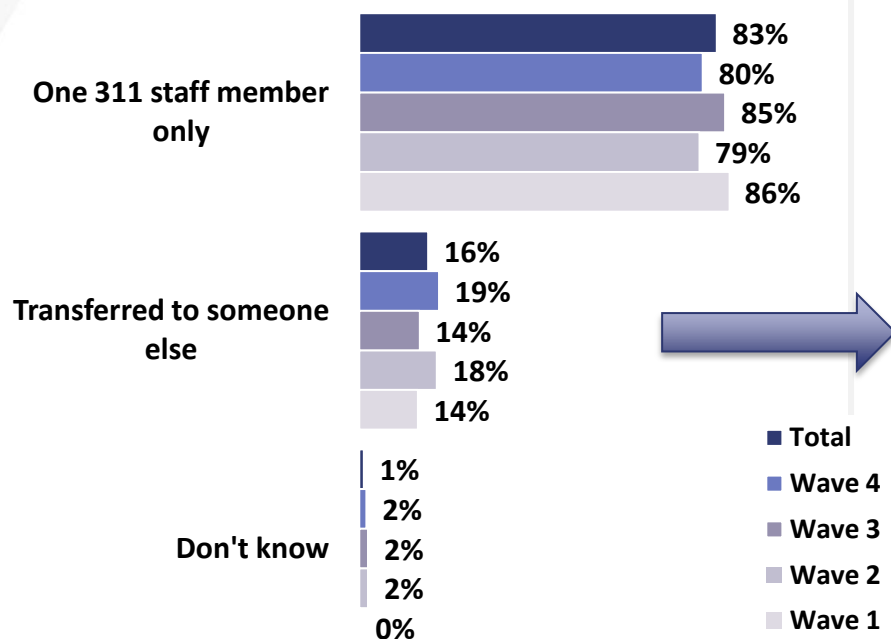


Q7_01. [The length of time you spent waiting for 311 staff to answer your call directly] How satisfied were you with... Is that very or somewhat?
Base: Spoke with a 311 representative (n=967 for Total)

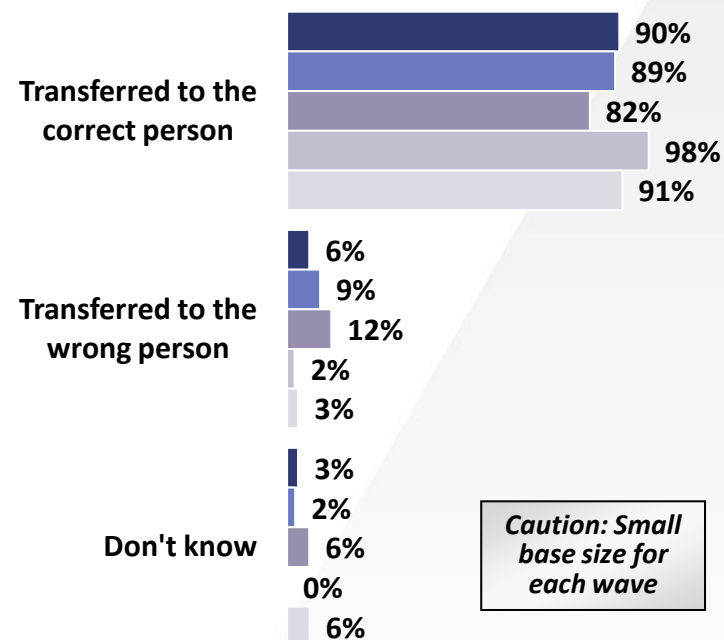
Q7_02. [The length of time you spent talking to 311 staff directly] How satisfied were you with... Is that very or somewhat?
Base: Spoke with a 311 representative (n=967 for Total)

Incidence of Call Transfer & Correct Transfer

Incidence of Call Being Transferred



Incidence of Correct Call Transfer



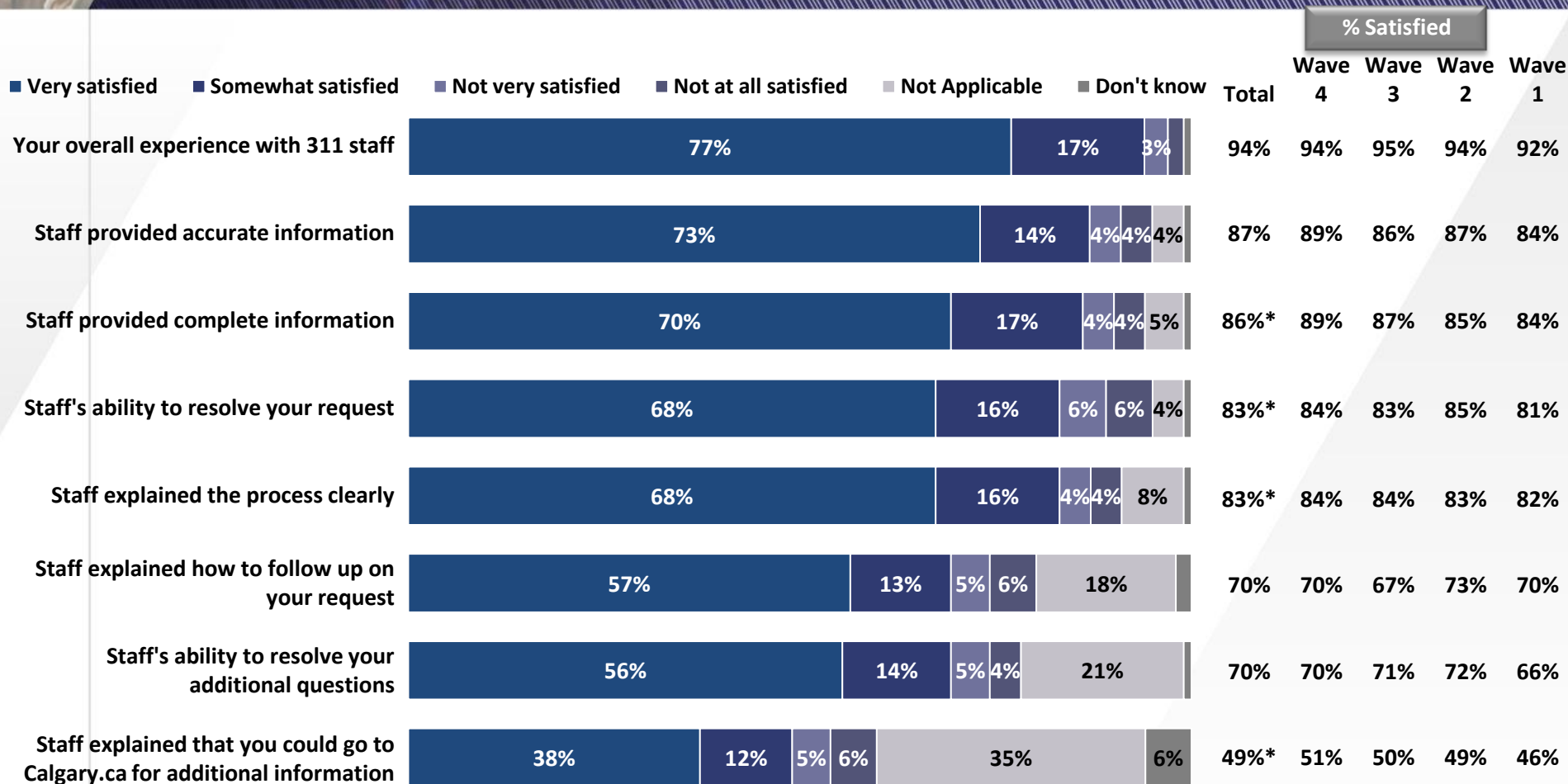
Caution: Small base size for each wave

Q8. When you called did you speak with only one 311 staff member or were you transferred to someone else? Base: Spoke with a 311 representative (n=967 for Total)

Q9. Were you transferred to the right person, meaning someone who was able to help you or were you transferred to the wrong person, someone who couldn't help you? Base: Respondents whose call was transferred to someone else (n=157 for Total)

Assessing the Call Experience

Total



***Rounding**

Mentions <3% not labeled

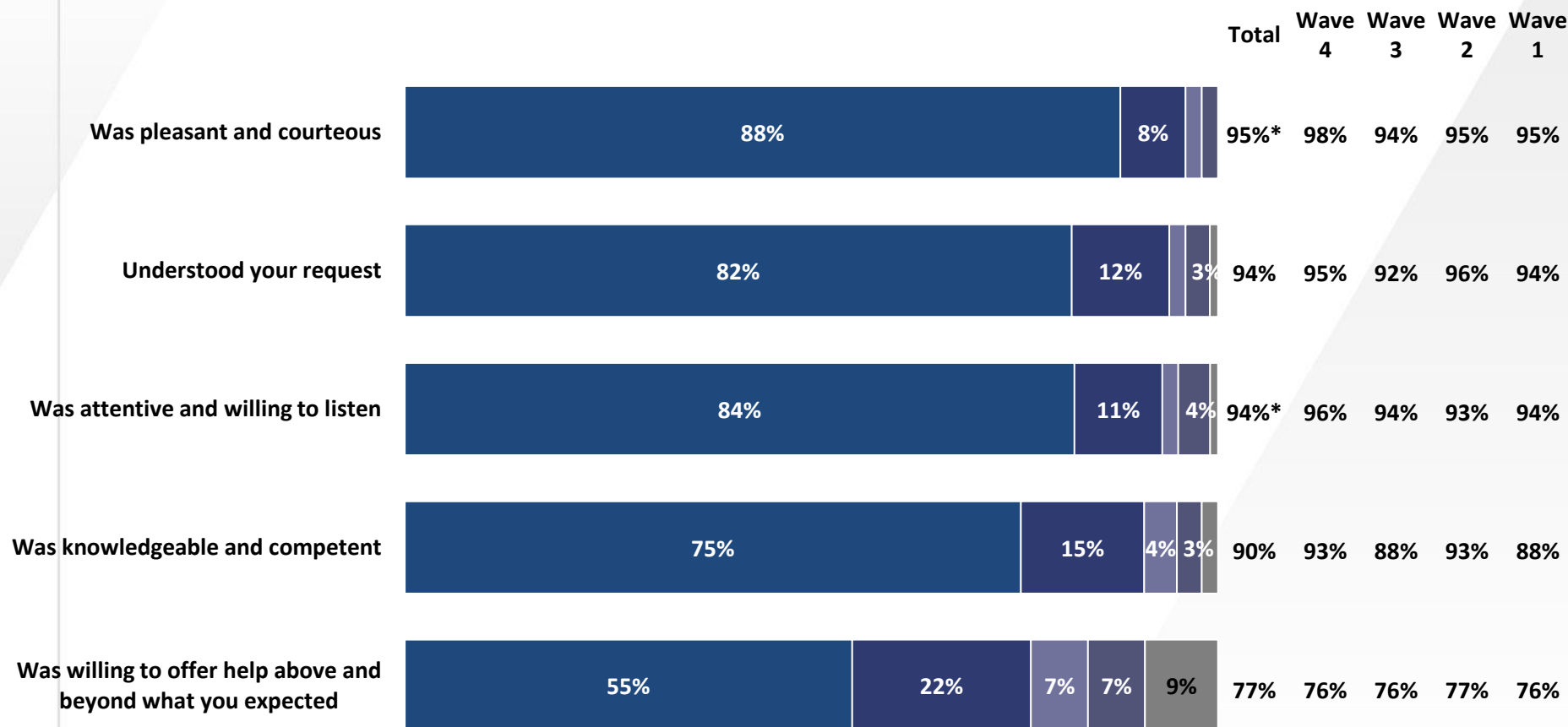
Q10. I am going to read out a series of statements about your call experience. Please bear in mind we are asking you to consider only the experience on the call with the 311 staff member not the service you received as a result of the call. For each one, please tell me if you were very satisfied, somewhat satisfied, not very satisfied, or not at all satisfied. If the statement does not apply to your call experience, please say so. Base: Spoke with a 311 representative, valid responses only

Assessing the 311 Representative Experience

Total

■ Very satisfied
■ Somewhat satisfied
■ Not very satisfied
■ Not at all satisfied
■ Don't know

% Satisfied



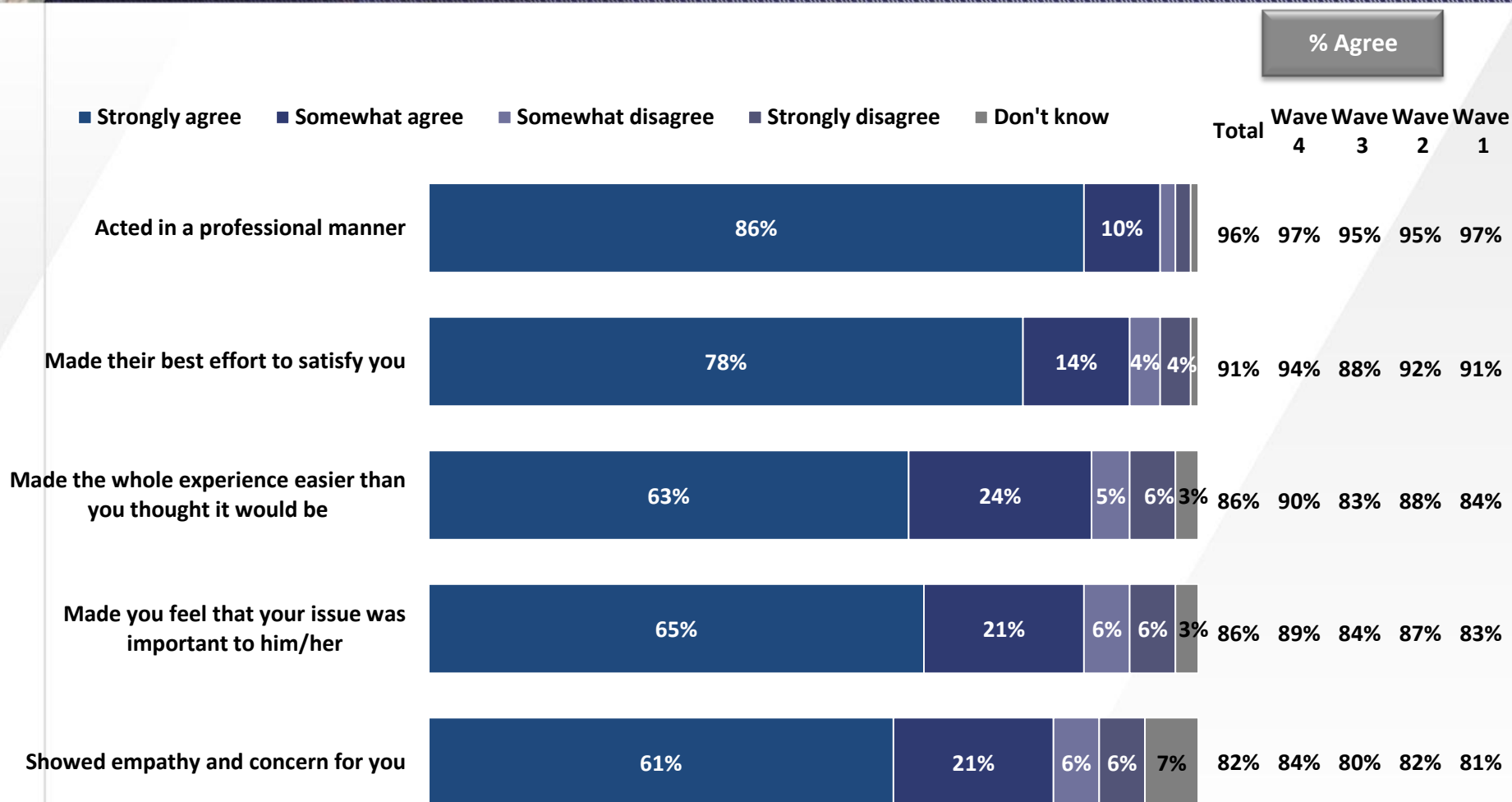
*Rounding

Mentions <3% not labeled

Q12. Were you very satisfied, somewhat satisfied, not very satisfied or not at all satisfied that the 311 staff member? Base: Spoke with a 311 representative (n=967 for Total)

Perceptions about the 311 Representative Experience

Total

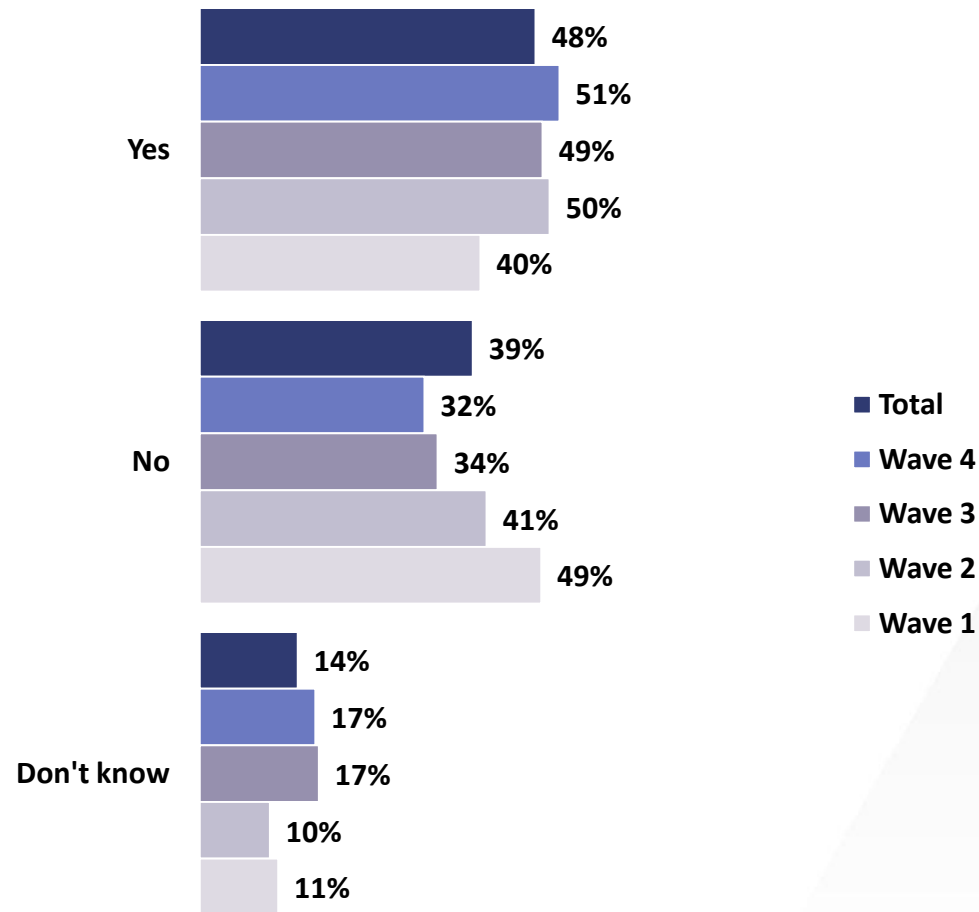


**Rounding*

Mentions <3% not labeled

Q13. Based on your recent interaction with the 311 staff member, do you agree or disagree that the representative...? Base: Spoke with a 311 representative (n=967)

Incidence of 311 Representative Informing Caller about Calgary.ca Service Requests & Information

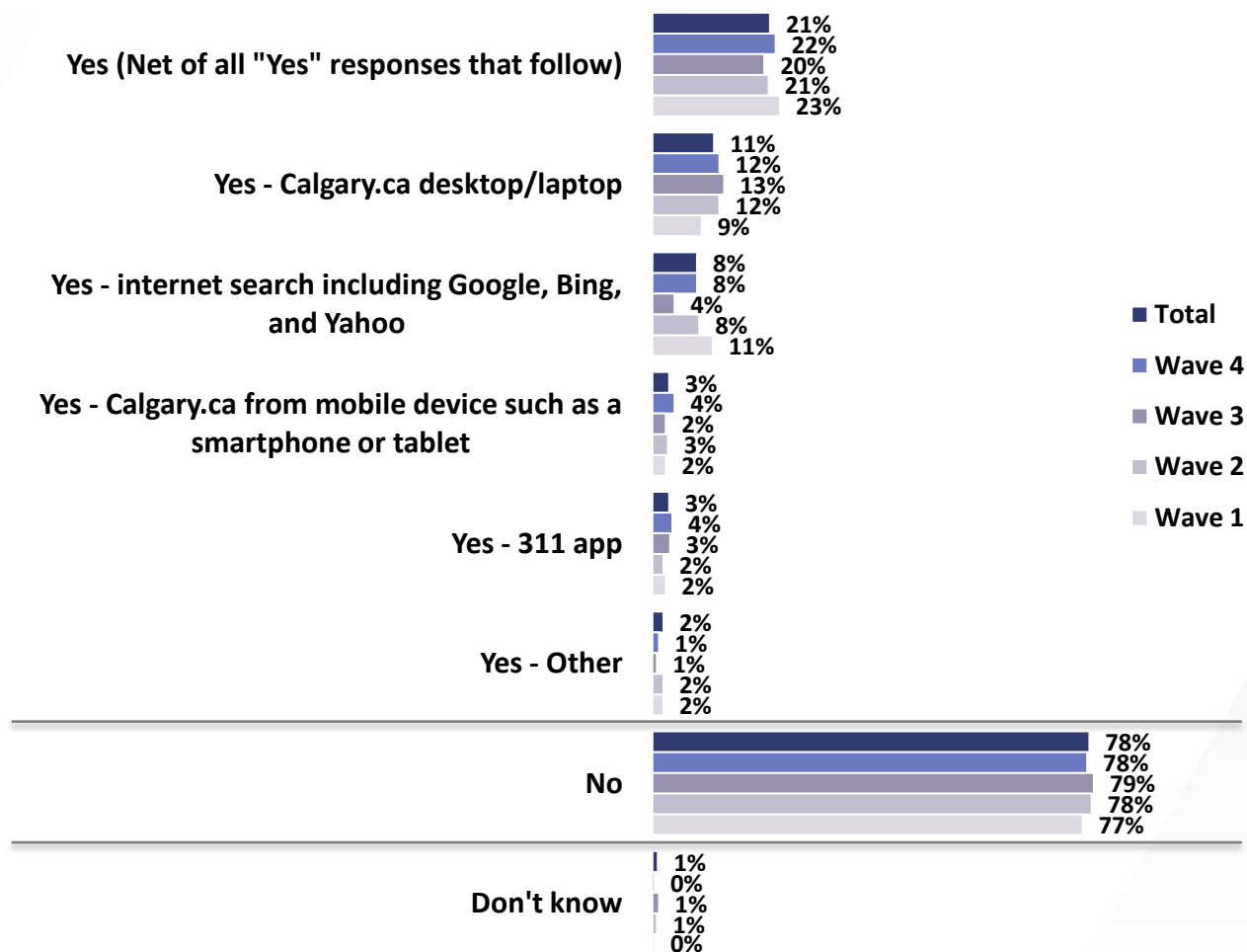


Q11. Did the 311 staff member inform you about the ability to use Calgary.ca for service requests or information? Base: Spoke with a 311 representative (n=967 for Total)



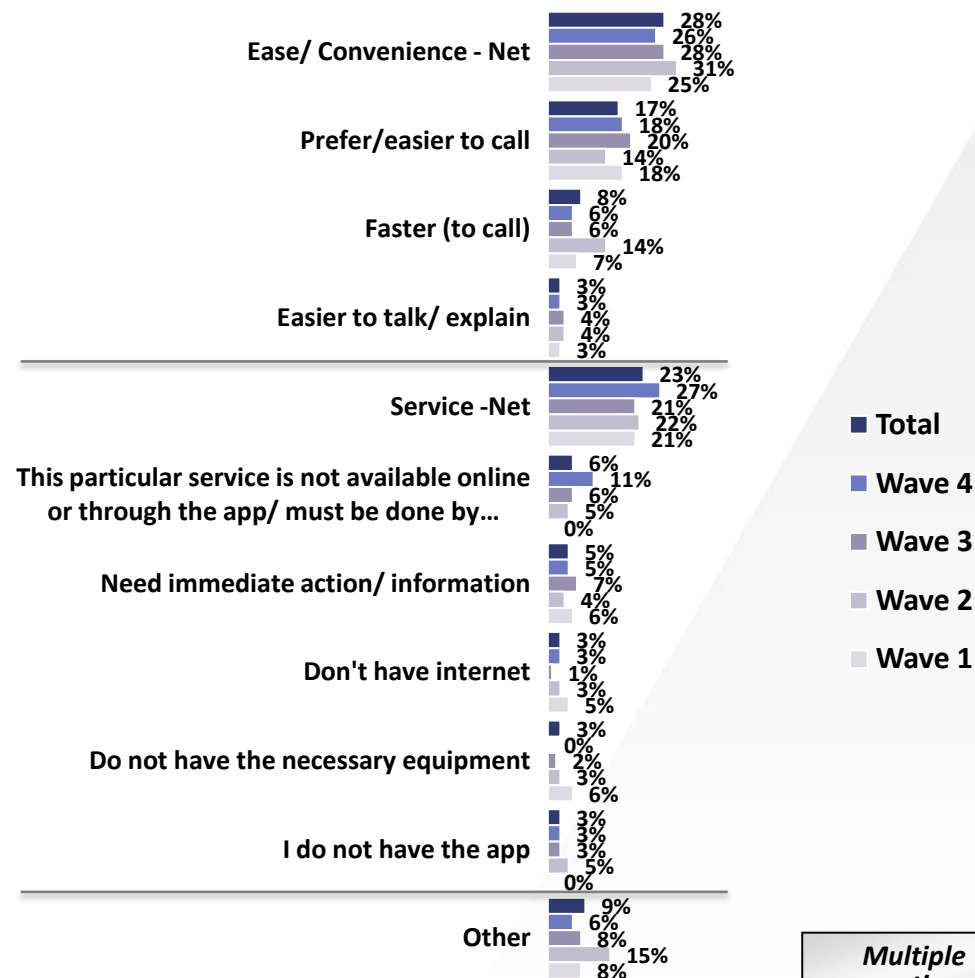
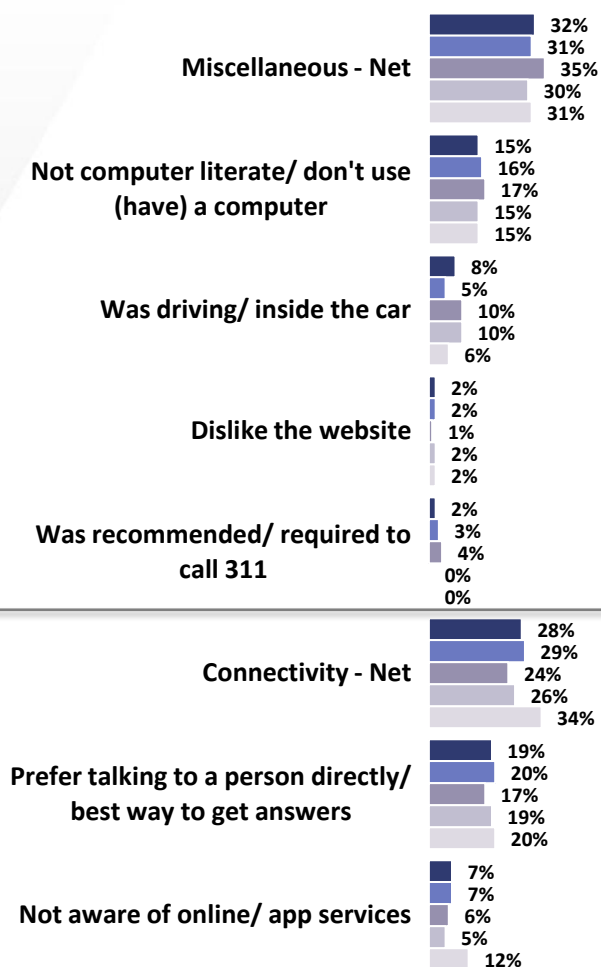
Channel Assessment

Attempted to Access Information or Services from Online Sources, Prior to Calling 311



Q15. Thinking about your most recent call to 311, before making a phone call, did you try to find what you were looking for or place a service request, by going directly to The City's website, Calgary.ca from your computer, using the 311 app, visiting Calgary.ca from your mobile device, or by using a search engine such as Google, Bing or Yahoo? Base: All respondents (n=1000 for Total)

Reasons for Not Accessing Information or Services from Online Sources, Prior to Calling 311

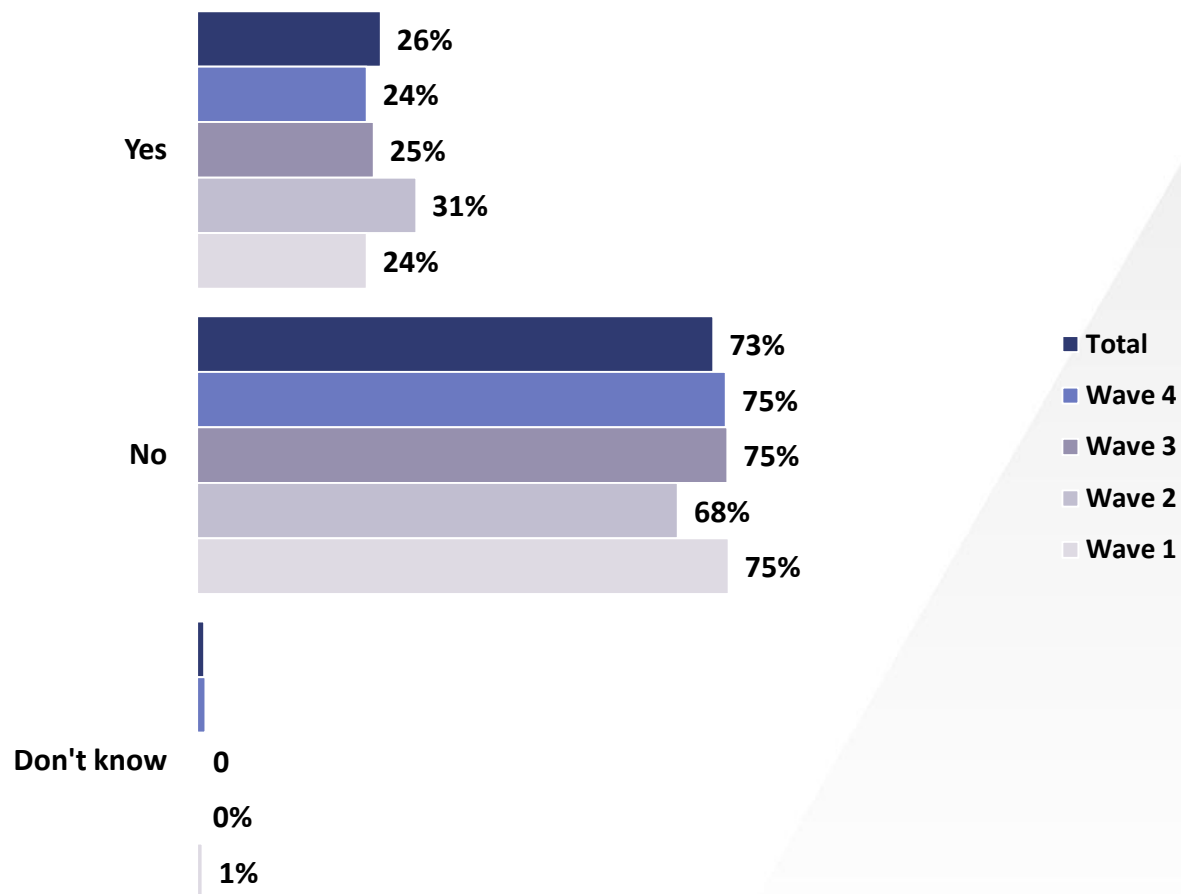


Multiple mentions

Q15b. Why did you not go online or to The City's 311 app before making a phone call?

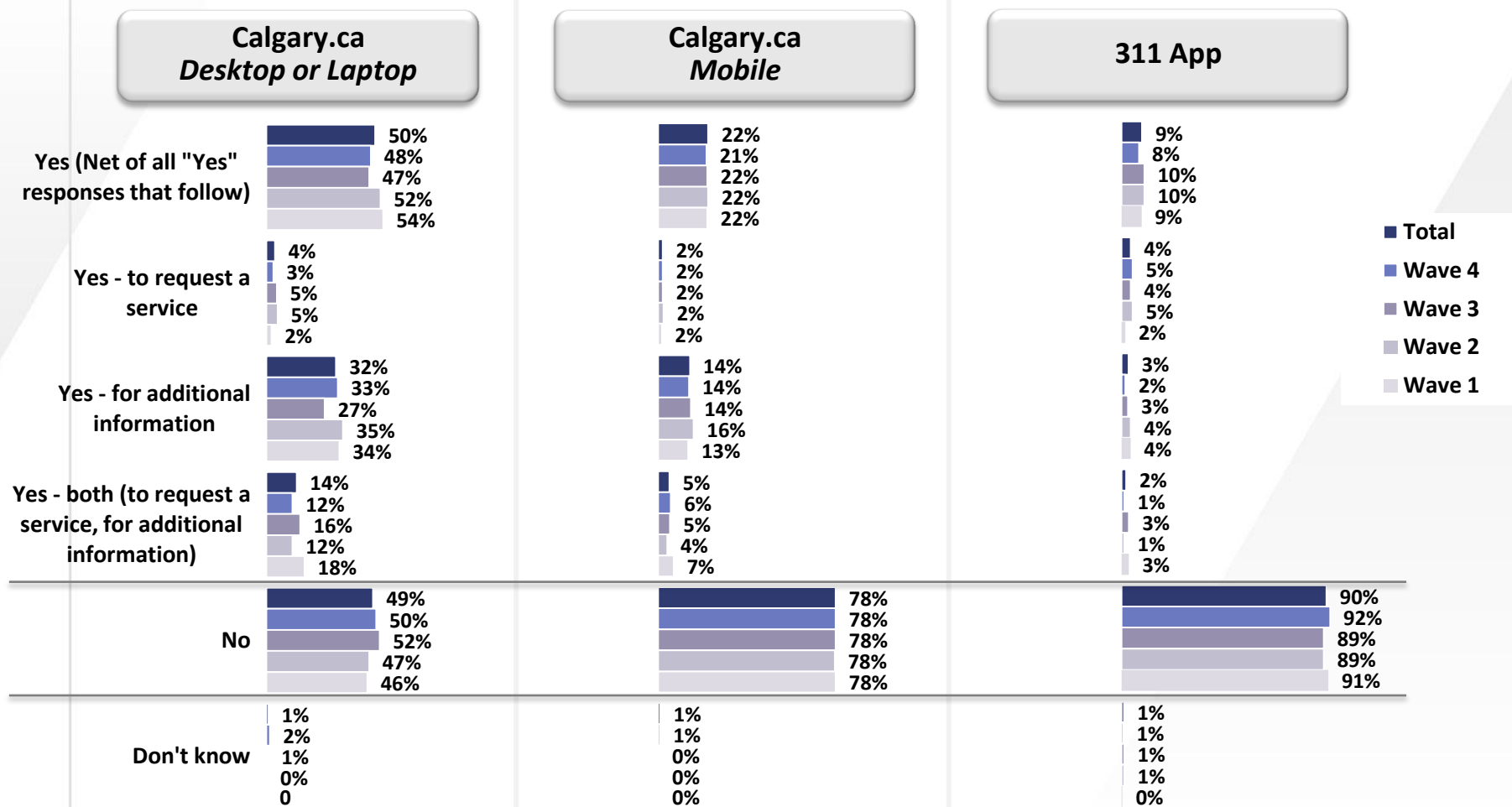
Base: Respondents who did not try to find what they were looking for before calling 311 (n=779 for Total)

Incidence of Past Calls for Similar Request



Q16b. In the last 12 months, had you contacted 311 about the same topic/issue/piece of information as your most recent call? Base: All respondents (n=1000 for Total)

Use of Other Channels For SR or Information

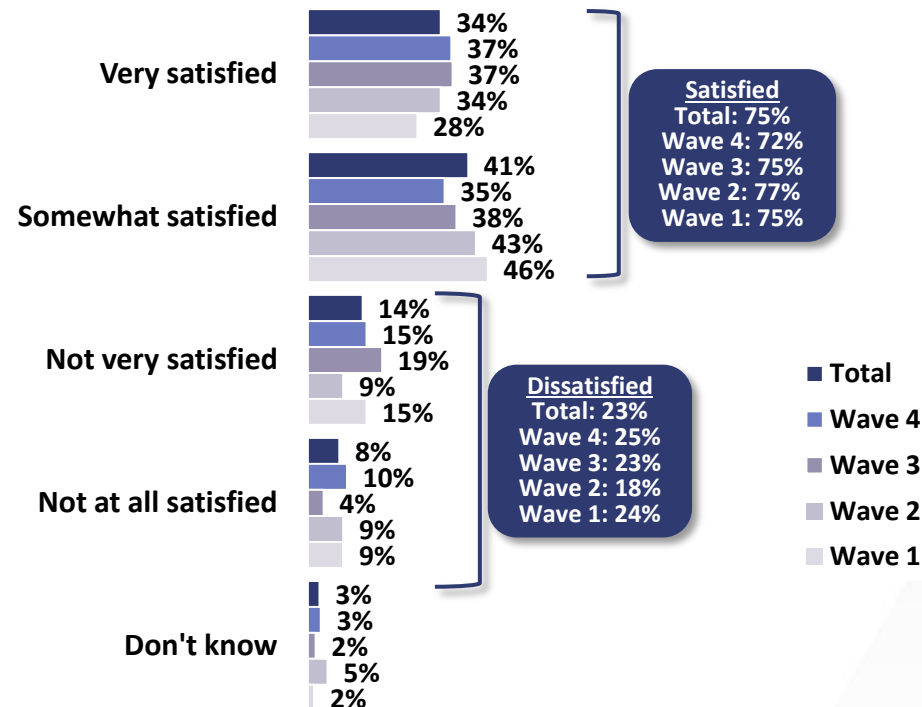


Q17. Have you ever used any of the following virtual channels to request a service or to look up additional information? Base: All respondents (n=1000 for Total)

Satisfaction with Other Channels For SR or Information

The City of Calgary's Website Using Desktop or Laptop Computer

Satisfaction with Experience of Requesting Service or Information Using Calgary.ca Desktop or Laptop

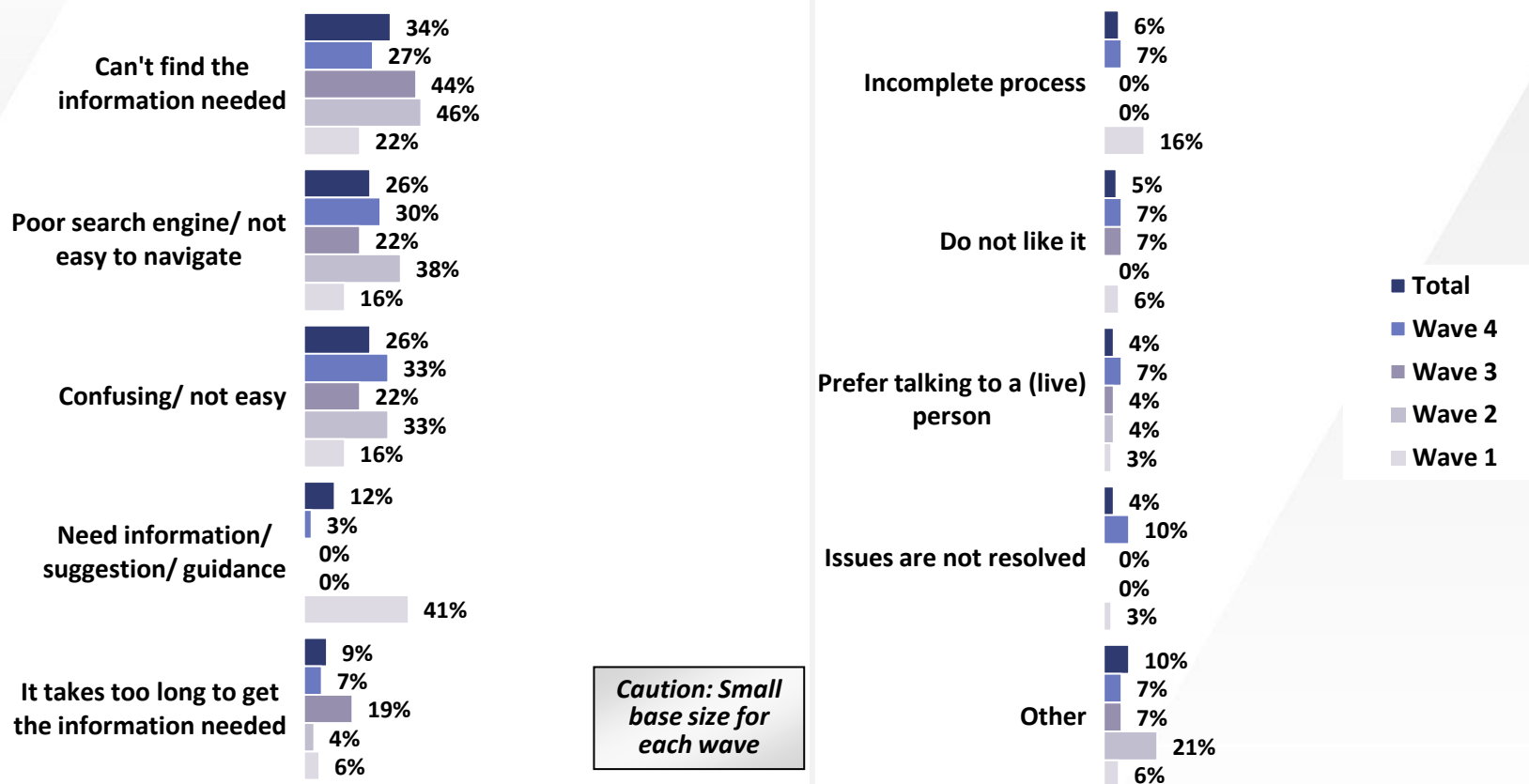


Q18. [The City of Calgary's website using desktop/laptop] Overall, how satisfied were you with the experience of requesting a service or information through ...? Are you...?
Base: Respondents who used The City of Calgary's website from a desktop or laptop computer (n=503 for Total)

Satisfaction with Other Channels For SR or Information

Reasons for Dissatisfaction with The City of Calgary's Website on a Computer

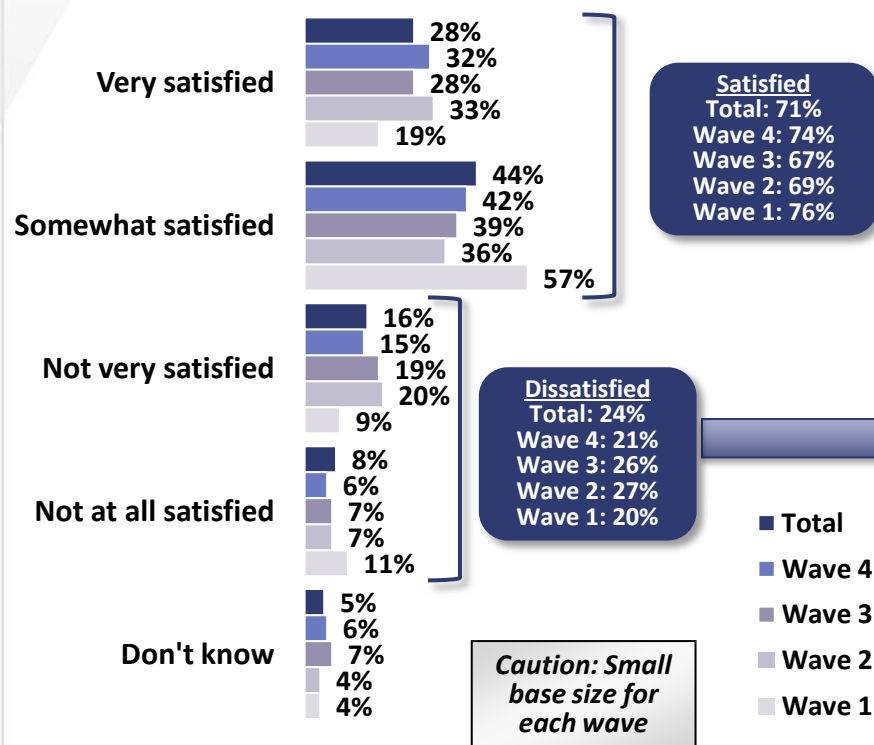
Reasons for Dissatisfaction with Experience



Q19. Why are you ... with the experience using ...? Base: Not very/ Not at all satisfied with The City of Calgary's website using desktop/laptop (n=113 for Total)

Satisfaction with Other Channels For SR or Information The City of Calgary's Website from a Mobile Device

Satisfaction with Experience of Requesting Service or Information Using Calgary.ca *Mobile*



Q18. [The City of Calgary's website from mobile device such as a smartphone or tablet] Overall, how satisfied were you with the experience of requesting a service or information through ...? Are you...? Base: Respondents who used The City of Calgary's website from a mobile device (n=216 for Total)

Reasons for Dissatisfaction with Experience

Reason	Count				
	Total	Wave 4	Wave 3	Wave 2	Wave 1
Can't find the information needed	12	1	3	5	3
Poor search engine/ not easy to navigate	10	2	3	4	1
Confusing/ not easy	10	4	4	2	0
Application/ website is incompatible with my device (Blackberry, etc.)	6	3	0	3	0
It takes too long to get the information needed	5	0	1	2	2
Issues are not resolved	5	2	1	1	1
Application/ website is crashing	4	0	2	1	1
Do not like it	3	0	0	0	3
Not able to submit a service request	2	1	1	0	0
Incomplete process	1	0	1	0	0
Prefer talking to a (live) person	1	0	1	0	0
Other	5	2	0	2	1
(DK/NS)	2	1	0	1	0

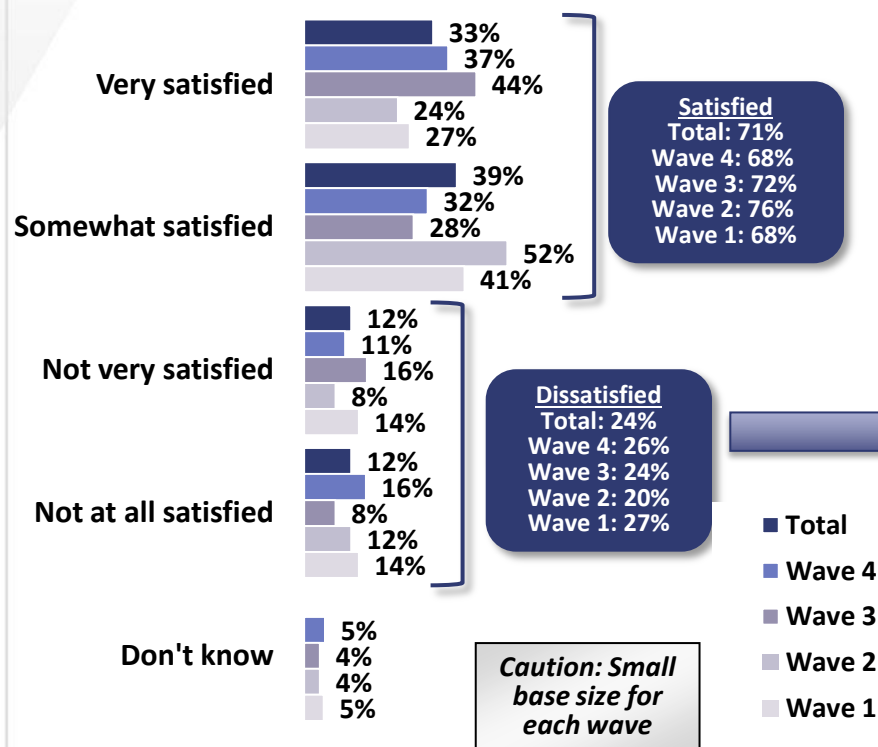
***Caution: Very small base sizes.
These findings should be considered qualitative in nature.**

Q19. Why are you ... with the experience using ...? Base: Not very/ Not at all satisfied with The City of Calgary's website from mobile device such as a smartphone or tablet (n=51* for Total)

Satisfaction with Other Channels For SR or Information

The City of Calgary's 311 App

Satisfaction with Experience of Requesting Service or Information Using 311 App



Q18. [311 App] Overall, how satisfied were you with the experience of requesting a service or information through ...? Are you...? Base: Respondents who used The City of Calgary's 311 app (n=91 for Total)

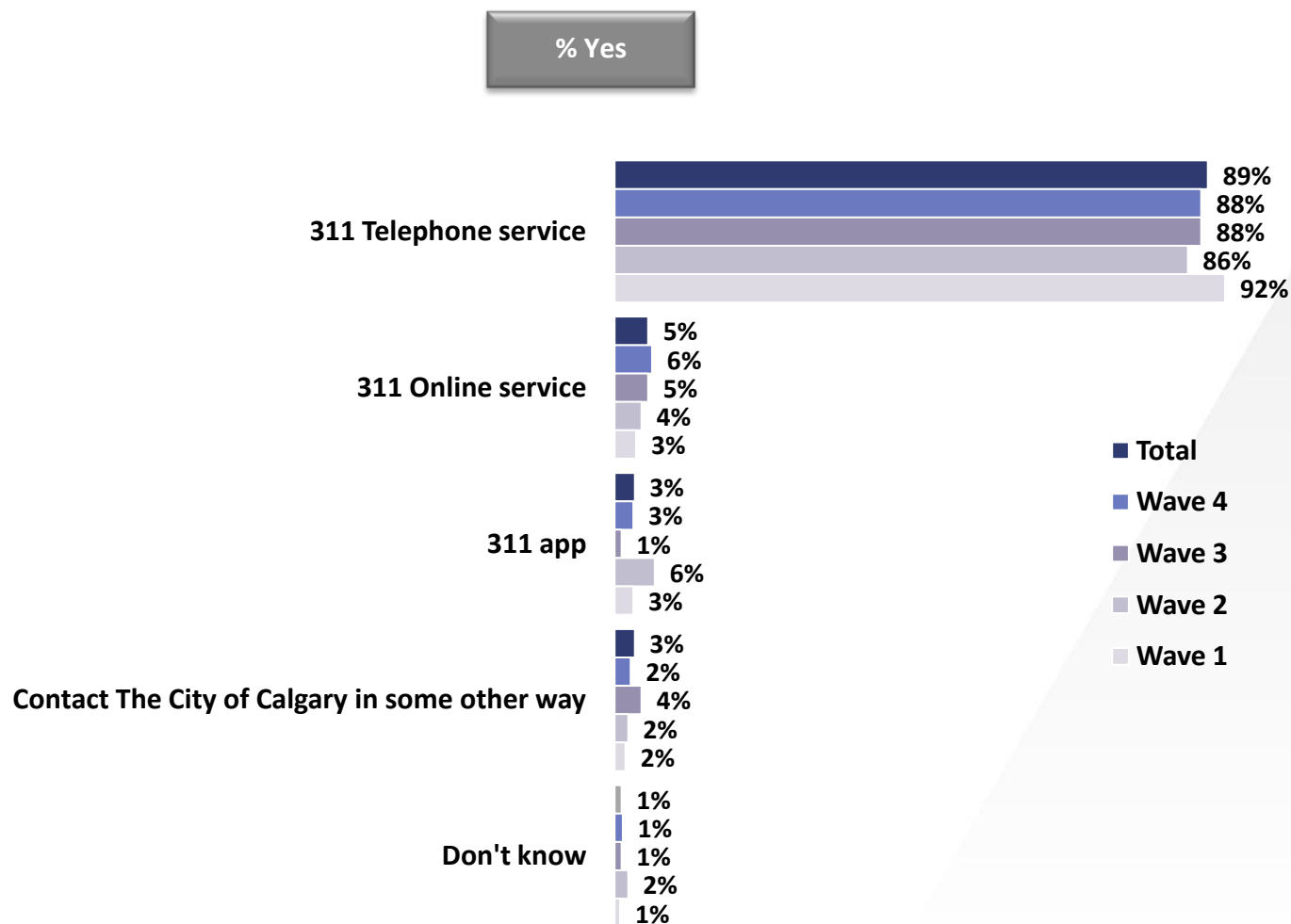
Reasons for Dissatisfaction with Experience

Reason	Count				
	Total	Wave 4	Wave 3	Wave 2	Wave 1
Issues are not resolved	4	0	1	1	2
Poor search engine/ not easy to navigate	3	1	1	0	1
Can't find the information needed	3	1	1	1	0
Confusing/ not easy	2	1	0	1	0
Application/ website is crashing	2	0	0	1	1
It takes too long to get the information needed	1	0	1	0	0
Incomplete process	1	1	0	0	0
Prefer talking to a (live) person	1	0	0	0	1
Dislike using the computer/ not computer savvy	1	0	0	1	0
Application/ website is incompatible with my device	1	0	0	1	0
Not accessible (to specific group of people)	1	0	1	0	0
Other	2	1	0	0	1
Nothing	1	0	1	0	0
Don't know	1	1	0	0	0

***Caution: Very small base sizes.**
These findings should be considered qualitative in nature.

Q19. Why are you ... with the experience using ...? Base: Not very/ Not at all satisfied with 311 app (n=22* for Total)

Preferred Channel for Contact



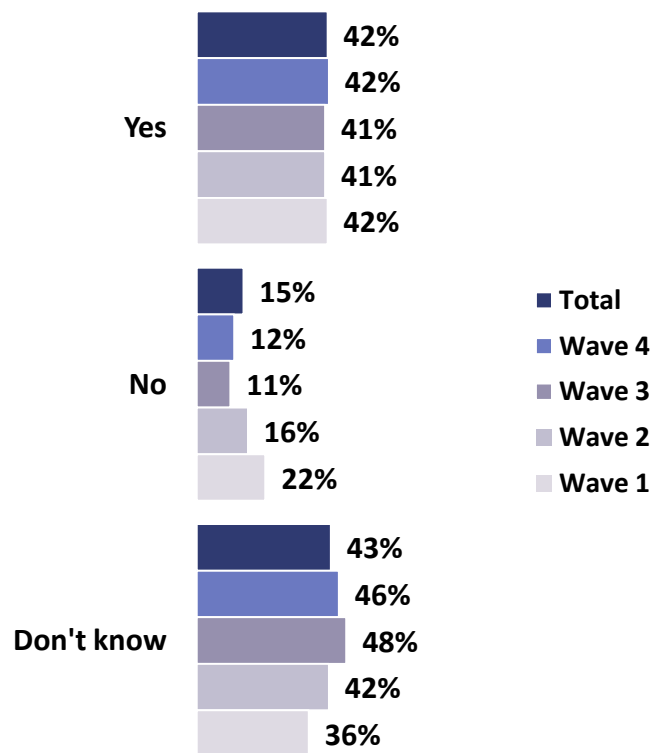
Q20. Given the choice, which of the following is your preferred way to contact 311? Base: All Respondents (n=1000 for Total)



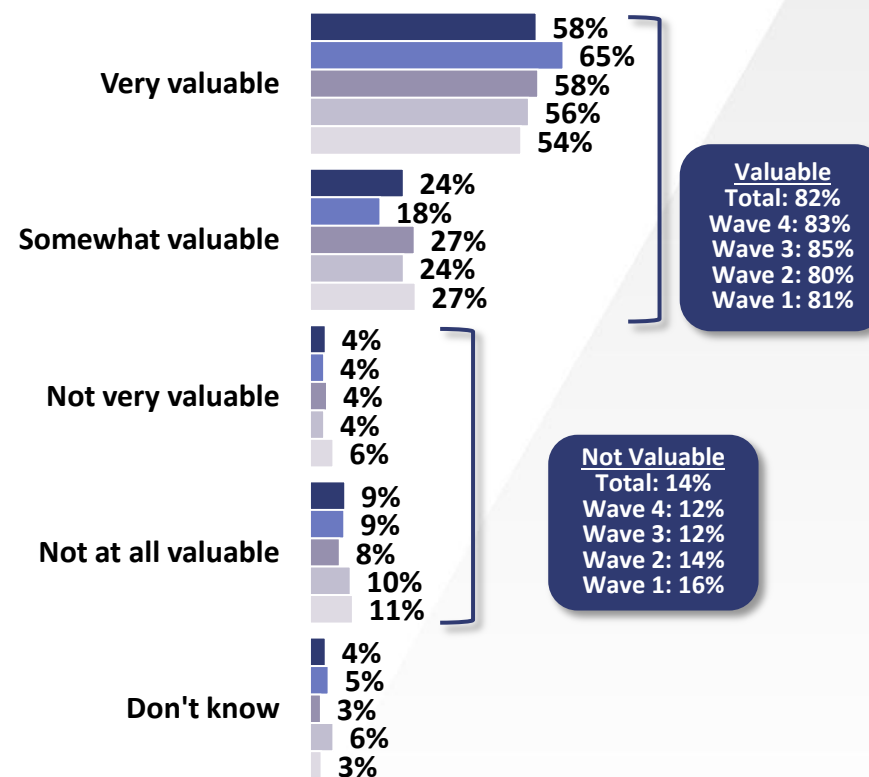
Multi-Language 311 Service

Multi-Language 311 Service Awareness & Perceived Value

Awareness



Perceived Value



Q22. To the best of your knowledge, does Calgary's 311 service offer languages other than English? Base: All Respondents (n=1000 for Total)

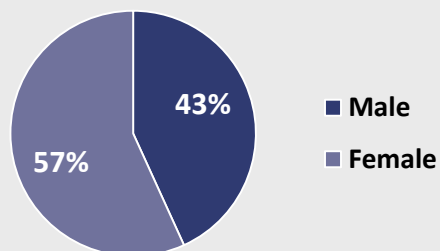
Q23. In your view, how valuable is having the 311 service available to citizens in languages other than English? Would you say that it is...? Base: All respondents (n=1000 for Total)



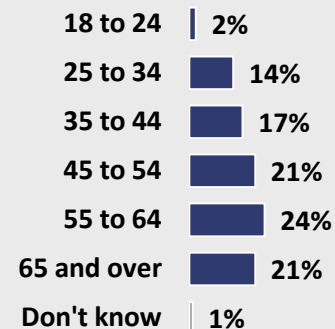
Demographics

Gender, Age, Education and Income

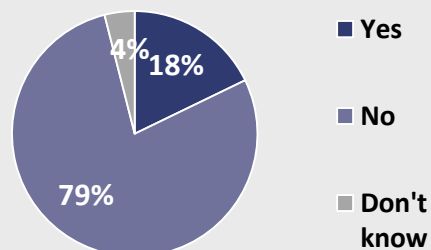
Gender



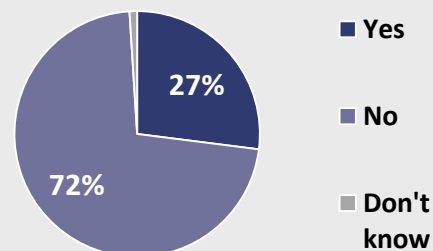
Age



Visible Minority



Disability



Base: All respondents (n=1000)

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