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Customer Satisfaction Index of Singapore: Executive Summary 2007

Institute of Service Excellence, SMU

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EXECUTIVE SUMMARY 2007

## CUSTOMER SATISFACTION INDEX OF SINGAPORE

INSTITUTE OF
SERVICE EXCELLENCE
SINGAPORE MANAGEMENT UNIVERSITY

Background

The Institute of Service Excellence at Singapore Management University was appointed by the Workforce Development Agency (WDA) to implement and maintain an annual benchmark for service related industries in Singapore. The 2007 Customer Satisfaction Index of Singapore (CSISG 2007) is based on data from a nationwide survey conducted between May 1 and July 23 2007. This survey was designed by the National Quality Research Center (NQRC) at the University of Michigan and modeled after the American Customer Satisfaction Index (ACSI).

In this door-to-door survey, respondents from 10,229 households in Singapore filled out 20,190 questionnaires. Almost all respondents answered two questionnaires each, with each questionnaire asking about a business entity in one of 31 different sub-sectors across 8 economic sectors. These questionnaires were designed to measure important aspects of the respondent's accumulated as well as most recent experiences with a business entity. Using the same questionnaire a separate survey at Changi Airport of 2,159 tourists departing Singapore was conducted between May 14 and June 24 2007. Each tourist filled out one questionnaire about a business entity in one of 15 sub-sectors.

The resulting dataset of resident respondents closely matches the resident Singapore population on all relevant socioeconomic and demographic dimensions. Similarly, the distribution of tourist respondents closely
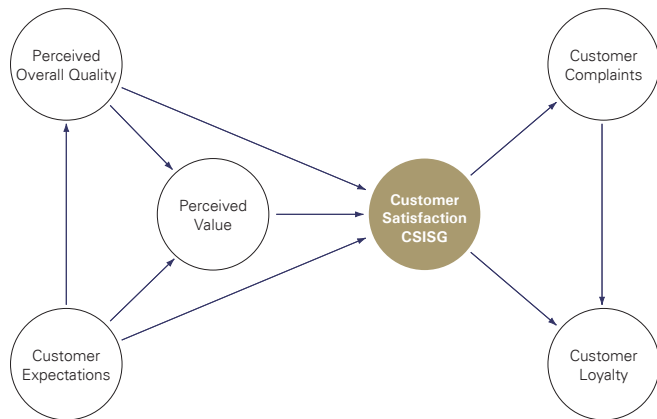
matches the 2006 Singapore tourists countries of residence figures.

The CSISG Structural Model

With the help of the NQRC, the structural model in the figure at the bottom left was estimated on the survey data to generate the Singapore satisfaction scores which were then analysed by the Institute of Service Excellence. These scores range from 0 to 100 with higher numbers representing better performance. This diagram shows the relationship between the factors that drive customer satisfaction (i.e., customer expectations, perceived quality, and perceived value) as well as the consequences of satisfaction (i.e., customer complaints and loyalty).
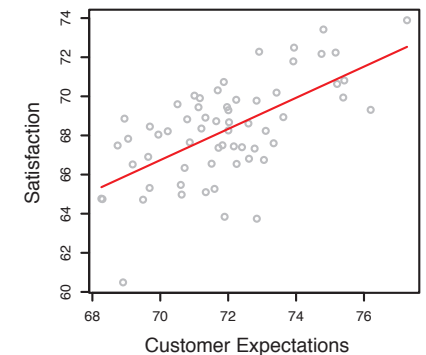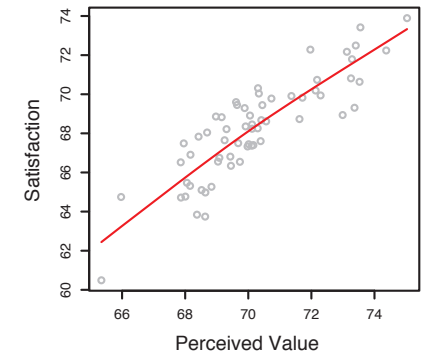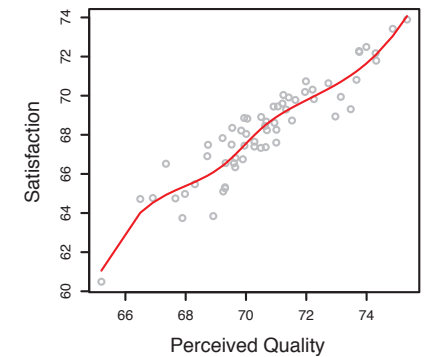
An Independent and Objective Benchmark

In the CSISG model, each company's satisfaction score is an accumulation of their customer's expectations and opinions. Having the frame of reference centred on the consumer abstracts away details of the particular sector or sub-sector the company happens to be in. This allows us to perform comparisons between companies in different sectors.

It should be noted that this structural model behind the CSISG is identical to the one driving the ACSI. The ACSI, which began in 1994, has been in existence for 13 years and has shown its relevance in the US economy as well as the robustness of the underlying structural model. Given the different cultural context, the Institute of Service Excellence examined the appropriateness of the ACSI structural model in Singapore. The figure on the right offers evidence of the model's relevance in Singapore in the form of scatterplots of company-level CSISG 2007 scores which visualize the causal relationship between pairs of factors in the structural model.

The red line spline regressions show that the observed directions of the direct causal relationships between customer satisfaction and each driver of satisfaction agree with the expected theoretical directions.

Contact Us

The national report and corporate subscription services will provide more in-depth analysis and interpretation of the CSISG 2007 survey data. For more information, please contact the Institute of Service Excellence at SMU at +65 6828 0111 or email ISE@smu.edu.sg.

CSISG

Customer Satisfaction Index of Singapore

68.7

Transportation and Logistics (69.1)

Airlines (69.7)
- Cathay Pacific (68.9)
- Qantas (70.0)
- Singapore Airlines (73.9)
- All Others (64.8)

Courier and Postal Services (66.4)
- DHL (64.7)
- SingPost (66.9)
- UPS (65.5)
- All Others (67.4)

Mass Rapid Transit System (69.9)
- SBS Transit (69.3)
- SMRT (69.9)

Public Buses (64.3)
- SBS Transit (63.8)
- SMRT (65.3)

Taxi Services (67.1)
- Comfort Transportation (67.4)
- All Others (66.3)

Water Transportation (66.0)

Tourism, Hotels, and Accomodation Services (71.0)

Attractions (71.5)
- Sentosa (72.3)
- Underwater World (71.8)
- Wildlife Reserves (72.5)
- All Others (70.7)

Hotels (73.5)

Travel Agencies, Tour Operators, and Ticketing Agencies (66.4)

Telecommunications (67.4)

Internet Service Providers (67.2)
- Pacific Internet (66.6)
- SingNet (67.6)
- StarHub (66.8)

Telcos (67.7)
- M1 (66.5)
- SingTel (68.2)
- StarHub (67.4)

Retail (68.5)

Clocks and Watches (69.4)

Departmental Stores (68.5)
- DFS (69.3)
- Robinson & Co (68.4)
- Takashimaya (69.8)
- All Others (67.5)

Fashion Apparels (68.7)

Furniture (68.0)

Jewellery (70.0)

Motor Vehicles (68.7)
- Borneo Motors (70.3)
- Cycle & Carriage (68.9)
- Tan Chong Motor (67.5)
- All Others (67.8)

Petrol Service Stations (68.9)
- Caltex (69.6)
- ExxonMobil (68.0)
- Shell (69.5)
- SPC (68.8)

Supermarkets (67.1)
- Cold Storage (67.3)
- Mustafa (65.0)
- NTUC Fairprice (68.9)
- All Others (65.3)

Healthcare (67.7)

Polyclinics (62.1)
- NHG (60.5)
- SingHealth (64.7)

Private Hospitals (72.8)
- Parkway Holdings (72.2)
- All Others (73.4)

Public Hospitals (64.6)
- NHG (63.7)
- SingHealth (65.1)

All Others (68.6)

Food and Beverage (67.7)

Bars and Pubs (68.2)

Cafes, Coffee houses, Food courts, Snack Bars (67.3)

Fast Food Restaurants (68.4)
- Burger King (66.5)
- McDonalds (69.4)
- Pizza Hut, KFC (67.7)
- All Others (68.2)

Restaurants (67.5)

Finance (68.4)

Commercial Banks (68.4)
- DBS (66.8)
- OCBC (68.7)
- UOB (68.6)
- All Others (69.9)

Education (70.0)

Commercial Schools (69.5)

Polytechnics (69.2)
- Nanyang (68.3)
- Ngee Ann (69.8)
- Republic (68.5)
- Singapore (70.2)
- Temasek (68.7)

Universities (70.9)
- NTU (70.8)
- NUS (70.6)
- SMU (72.2)

This chart summarises the results of the CSISG 2007 satisfaction scores at the national, sector, sub-sector, and company levels. The national score of 68.7 represents a weighted average of the 8 sector scores (in gold), which themselves are weighted averages of their respective sub-sector scores (in blue). Satisfaction scores for sub-sectors with individual company scores are weighted averages of these individual company scores.

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