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### Customer Satisfaction Index of Singapore 2011: Full Year Overview

Institute of Service Excellence, SMU

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# CUSTOMER SATISFACTION INDEX OF SINGAPORE 2011

## RESULTS OVERVIEW



INSTITUTE OF  
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## CSISG 2011 FULL YEAR OVERVIEW

The Customer Satisfaction Index of Singapore (CSISG) computes customer satisfaction scores at the national, sector, sub-sector, and company levels. The CSISG serves as a quantitative benchmark of the quality of goods and services produced by the Singapore economy over time and across countries with 2011 marking its fifth year of measurement.

### FULL YEAR RESULTS HIGHLIGHTS

The national satisfaction index rose to 69.1-points (on a 0 to 100 scale), a significant\* 1.9-points (+2.8%) increase from 2010. This not only reverses the downward trend of 2010 but also represents a record high since the CSISG started tracking Singapore's customer satisfaction in 2007, as seen in Figure A.

Of the nine industry sectors measured, seven sectors showed significant improvements, with the Private Education sector leading the way. Customer satisfaction also improved in the Tourism, Retail, Public Education, Transportation & Logistics, Finance & Insurance, and Food & Beverage sectors, scoring in that order. The Info-Communications sector's score remained unchanged from 2010, while the Healthcare sector saw a significant decline in satisfaction.

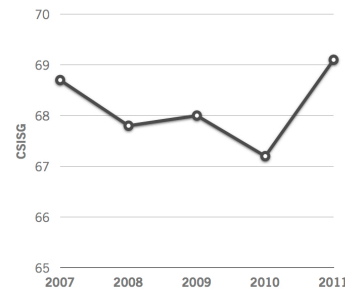


Figure A: CSISG trend from 2007 - 2011.

### FOURTH QUARTER RESULTS HIGHLIGHTS

Customer satisfaction for the Finance & Insurance sector improved significantly, reversing its downward trend. The sector scored 68.5-points, a 1.9-points (+2.9%) increase; this is the highest recorded score for the sector since tracking began in 2007. The converse was true for the Healthcare sector. Its score fell a significant 2.6-points (-3.8%) year-on-year to 66.6-points, the lowest on record.

Within the Finance & Insurance sector, the Banks and Health & Medical Insurance sub-sectors drove the satisfaction score improvements. Between the two, the Banks sub-sector made the larger year-on-year improvement, scoring 69.1-points (+2.4-points/+3.6%), with the Health & Medical Insurance sub-sector rising 1.5-points (+2.3%) to 67.3-points. The other two Finance & Insurance sub-sectors did not make significant changes to their scores.

A notable highlight for the Finance & Insurance sector is DBS Bank. DBS improved by 6.0-points (+9.2%) year-on-year to 71.1-points, leapfrogging from the bottom of its sub-sector in 2010 to top the Banks sub-sector and indeed the Finance & Insurance sector. OCBC was the only other Bank in the sub-sector to make a significant change, improving by 3.2-points year-on-year (+4.9%) to 68.5-points.

Within the Healthcare sector, its lower year-on-year score can be attributed to the General Practitioners sub-sector and Specialists, Dental & Traditional Chinese Medicine Clinics sub-sector. Their scores

decreased significantly by 2.0-points (-2.9%) and 3.9-points (-5.6%) to 67.1-points and 66.4-points, respectively.

A notable improvement of satisfaction within the Healthcare sector came from tourist respondents; both tourists and locals were surveyed in the Private Hospitals sub-sector. Overall, tourist satisfaction improved significantly by 2.8-points (+4.1%) to 71.2-points. In comparison, locals' satisfaction of Singapore's Private Hospitals sub-sector in 2011 fell 1.6-points (-2.3%) to 67.4-points.

None of the measured companies within the Healthcare sector saw a significant improvement. On the contrary, three measured hospitals saw significant decreases in satisfaction. Alexandra and KK Women & Children's hospitals' score fell 3.8-points (-5.6%) and 3.5-points (-5.2%), to 63.6-points and 63.9-points, respectively. In the Private Hospitals sub-sector, Thomson Medical Centre's CSISG score fell 2.9-points (-4.0%) to 66.9-points.

## FOURTH QUARTER KEY FINDINGS

### LOCAL BANKS ARE BETTER IN MEETING CUSTOMER EXPECTATIONS

A key finding for the 2011 Banks sub-sector was distinct levels of satisfaction for local and foreign banks among respondents with household incomes in the \$4,000 to \$8,000 bracket.

Figure B shows that year-on-year, respondents in this household income bracket were more satisfied with the big three local banks (i.e., DBS, OCBC, and UOB), but less satisfied with the foreign banks.

Figure C illustrates the tactical review of respondents' survey data, which indicated that the weightage and scores for the three local banks' ability to meet their customers' expectations increased, positively affecting the banks' satisfaction scores. Conversely, the foreign banks' survey score to this satisfaction metric decreased, negatively affecting their overall satisfaction score.

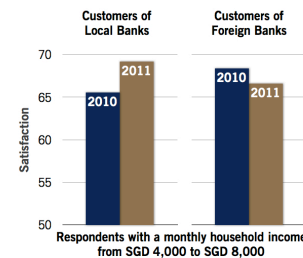


Figure B: Respondents were more satisfied with Local Banks but less satisfied with Foreign Banks.

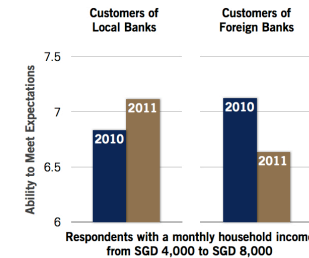


Figure C: Local Banks' strong satisfaction was contributed by their ability to meet expectations, which is a key attribute of satisfaction.

## PATIENT SUBSIDIES AFFECT EXPECTATIONS AND SATISFACTION

A key finding with the Restructured Hospitals sub-sector was the growing disparity in satisfaction between patients that had received government subsidies on their hospital bill and those that did not.

According to Figure D, patients receiving subsidies were generally more satisfied than unsubsidised patients, with these unsubsidised patients becoming less satisfied year-on-year. CSISG data also showed that subsidised patients generally had a significantly better quality-expectations gap of their hospital experience, as compared to the gap experienced by unsubsidised patients.

This suggests that unsubsidised patients have a different internal personal reference point with regards to the healthcare service they received, a perception that, as full-fee paying customers, they should receive perceptibly better service.

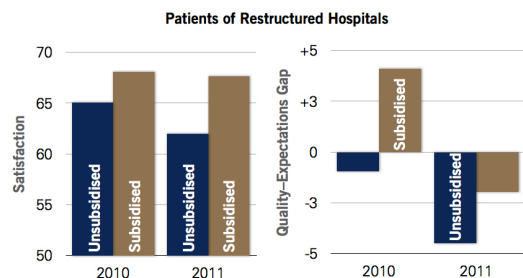


Figure D: The disparity between subsidised and unsubsidised patients was growing year-on-year with unsubsidised patients getting less satisfied.

## HOSPITAL ADMINISTRATIVE STAFF ARE AN IMPORTANT ASPECT OF PATIENT SATISFACTION

The CSISG 2011 study on the healthcare sector also surveyed hospital respondents on specific service touchpoints in both the private and restructured hospital sub-sectors.

In our analysis of the CSISG data, respondents indicated that their experience with the hospitals' administrative staff had a larger impact on patient satisfaction than clinical staff such as doctors and nurses. This is true for both private and restructured hospitals.

This suggests that hospital administrators look beyond clinical excellence and focus on their patients' holistic experience.

## FULL YEAR KEY FINDINGS CONSIDER IMPROVING EXPECTATIONS AND QUALITY IN TANDEM

Observation of the 2011 CSISG's satisfaction drivers allows a general assertion that improving the Customer Expectations driver and Perceived Quality driver in tandem is most effective in improving

customer satisfaction.

While raising customer expectations is seemingly counter-intuitive, companies should view this as an opportunity to shape and align customer expectations to its product and service offerings. At the same time, Singapore's complex and competitive business environment should prompt companies to continuously improve their product and service quality.

The three primary levers of customer satisfaction are customer expectations, quality and value. Companies may wish to understand what matters to their customers and rally their employees, to drive improvements in these key satisfaction drivers.

## SERVICE QUALITY ALONE CANNOT DRIVE SATISFACTION

Improving service quality is a cornerstone in service excellence and raising customer satisfaction. However, the CSISG satisfaction driver trends since 2008, as shown in Figure E, clearly suggest that there is more than one driver of customer satisfaction. Service quality, and indeed any driver, on its own, is not sufficient to drive satisfaction. Companies hoping to improve satisfaction will need to take a multi-pronged and holistic approach.

\*Significance is defined as a score that is statistically different at a 90% level of confidence.

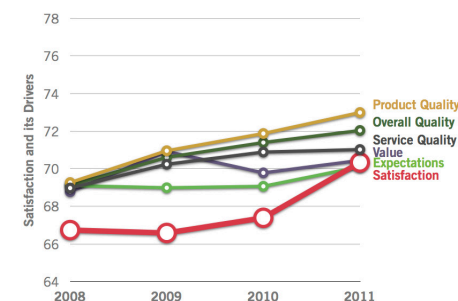


Figure E: CSISG satisfaction driver trends since 2008. Scores are respondent-level straight averages for companies which measure product and service quality.

## CSISG BACKGROUND

CSISG scores are generated based on the econometric modelling of survey data collected from end-users after the consumption of products and services. Sub-sector scores are derived as a weighted average of company scores, in proportion to the revenue contributions of companies. Sector scores are derived in a similar fashion, aggregating the sub-sector scores proportionately to each sub-sector's revenue contributions. Finally, the national score is weighted according to each sector's contribution to GDP. CSISG scores customer satisfaction on a scale of 0 to 100 with higher scores representing better performance.

Under a quarterly measure-and-release system, up to three sectors are measured each quarter with their results released the following quarter. Companies in the Retail and Info-Communications sectors were measured in the first quarter, Transportation & Logistics, Public, and Private Education in the second quarter, Food & Beverage and Tourism sectors in the third quarter, and finally the companies of Finance & Insurance and Healthcare sectors, in the fourth quarter, marking the end of measurement for 2011. The national score for 2011 is computed using the data collected over the past year.

For the fourth quarter of 2011, results for the Finance & Insurance and Healthcare sectors were collected and analysed. The former includes the Banks sub-sector, Health & Medical Insurance sub-

sector, Motor & Other Insurance sub-sector, and Life Insurance sub-sector. The latter consists of the Private Hospitals sub-sector, Restructured Hospitals sub-sector, Polyclinics sub-sector, General Practitioners sub-sector, and Specialists, Dental & Traditional Chinese Medicine Clinics sub-sector. In the Restructured Hospitals sub-sector, Khoo Teck Puat was added to the list of measured hospitals.

## CSISG 2011 FIELDWORK PROCESS

Survey data for the Finance & Insurance and Healthcare sectors were collected between October and December 2011. 8,779 face-to-face interviews were conducted with Singapore residents at their homes, with each answering one or both questionnaires pertaining to their experiences in each of the two sectors. The survey was also conducted with 300 departing tourists at Changi Airport, with each tourist filling out one questionnaire pertaining to their experience with the Private Hospitals sub-sector.

For the fourth quarter of 2011, a total of 10,211 questionnaires, relating to 777 companies in the Finance & Insurance and Healthcare sectors, were completed.

This fieldwork process was similarly conducted in the preceding three quarters. To recap, please see Figure F.

	Sectors Covered	Fieldwork Period	Household Face-to-Face Interviews	Departing Tourist Interviews	Online Surveys	Total Completed Questionnaires	Total Companies Covered	Total Companies Measured
2011 Q1	Info-communications Retail	Jan - Mar	5,874	1,402	-	8,621	559	25
2011 Q2	Public Education Private Education Transportation & Logistics	Apr - Jun	7,276	1,704	1,260	11,243	442	27
2011 Q3	Food & Beverage Tourism	Jul - Sep	3,834	3,381	-	8,395	390	20
2011 Q4	Finance & Insurance Healthcare	Oct - Dec	8,779	300	-	10,211	777	33
<b>2011 Full Year</b>	<b>All 9 Measured Sectors</b>	<b>Jan - Dec</b>	<b>25,763</b>	<b>6,787</b>	<b>1,260</b>	<b>38,470</b>	<b>2,168</b>	<b>105</b>

Figure F: Fieldwork process conducted across the four quarters of 2011.

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The chart on the right summarises the results of the CSISG 2011 satisfaction scores at the national, sector, sub-sector and company levels. The national score of 69.1 represents a weighted average of the 9 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.

The sparklines indicate the satisfaction score of their respective sectors, sub-sectors and companies over the past few years.

-  statistically significant increase in customer satisfaction from 2010 to 2011
-  statistically significant decrease in customer satisfaction from 2010 to 2011
-  statistically insignificant year-on-year change in customer satisfaction from 2010 to 2011

All scores displayed are accurate to one-decimal place. Entities are presented in decreasing levels of satisfaction.

\* Companies indicated with an asterisk(\*) are companies that have performed significantly above their sub-sector average.

\* Sub-sectors indicated with an asterisk (\*) are sub-sectors that have performed significantly above their sector average.

+ Companies that are in their first year of measurement.



## 2011 NATIONAL SCORE 69.1



### 74.5 Private Education

74.5 Commercial Schools

### 73.5 Tourism

75.3 Attractions  
76.6 Singapore Zoo  
75.7 Universal Studios +  
74.5 Sentosa  
73.2 Night Safari  
72.6 Jurong Bird Park  
75.8 Other Attractions

### 74.5 Hotels

81.3 The Ritz Carlton\*  
80.5 Shangri-La Hotel\*  
79.9 Grand Hyatt\*  
79.8 Mandarin Orchard\*  
79.7 Swisstotel the Stamford\*  
72.7 Other Hotels

71.5 Tour Operators, Travel & Ticketing Agencies

### 70.6 Retail

73.2 Motor Vehicles  
72.1 Borneo Motors  
71.5 Cycle & Carriage  
71.3 Kah Motor  
70.7 Tan Chong Motor  
73.7 All Others

71.8 Jewellery

70.8 Departmental Stores

72.5 DFS\*  
72.0 Robinson & Co  
71.8 C K Tang  
71.6 Takashimaya  
70.6 Isetan  
70.4 Metro  
66.4 OG  
68.3 All Others

70.0 Clocks & Watches

68.5 Fashion Apparels

68.1 Furniture

67.9 Supermarkets  
69.5 Mustafa  
69.0 Cold Storage  
68.0 Sheng Siong  
66.3 NTUC Fairprice  
68.1 All Others

67.1 Petrol Service Stations

68.9 Shell\*  
66.2 Esso  
66.2 Caltex  
66.2 SPC

### 70.3 Public Education

70.5 Universities

78.1 SMU\*  
70.2 NUS  
68.7 NTU

69.8 Polytechnics  
72.4 Temasek\*  
70.7 Republic  
69.9 Singapore  
69.9 Nanyang  
66.9 Ngee Ann

69.0 ITE

### 70.0 Transportation & Logistics

78.6 Changi Airport

73.2 Airlines  
76.6 Singapore Airlines\*  
74.5 Emirates  
72.9 Cathay Pacific Airways  
72.4 Qantas Airlines  
72.3 SilkAir  
69.2 Others Airlines

67.8 Mass Rapid Transit System  
69.0 SBS Transit Trains  
67.6 SMRT Trains

67.1 Water Transportation

66.6 Taxi Services  
67.8 Transcab  
66.6 SMRT Taxis  
66.6 ComfortDelGro Taxis  
65.3 Premier  
65.7 Other Taxi Operators

66.4 Public Buses  
66.6 SMRT Buses  
66.3 SBS Transit Buses

65.7 Budget Airlines

65.4 Courier & Postal Services  
66.7 DHL  
66.1 FedEx  
65.9 UPS  
64.2 Singpost  
65.1 Other Courier and Postal

### 68.5 Finance & Insurance

69.1 Banks  
71.1 DBS\*  
68.5 OCBC  
68.4 UOB  
68.3 Citibank  
67.9 HSBC  
67.4 Maybank  
65.7 Standard Chartered  
66.9 All Others

67.3 Health & Medical Insurance  
67.3 NTUC Income  
67.2 Prudential  
66.8 Great Eastern  
67.9 All Others

67.3 Motor & Other Insurance  
66.8 NTUC Income  
66.7 AXA  
66.2 Chartis  
68.0 All Others

66.7 Life Insurance  
67.4 NTUC Income  
66.7 Great Eastern  
66.7 Manulife  
66.2 American International Assurance  
66.1 Prudential  
66.6 All Others

### 67.5 Food & Beverage

68.4 Restaurants\*  
70.7 Tung Lok\*  
70.6 RE&S\*  
69.6 Sakae Holdings  
69.0 Crystal Jade  
68.1 Other Restaurants

67.8 Cafes and Snack Bars  
69.7 The Coffee Bean & Tea Leaf\*  
68.0 Starbucks  
67.0 Delifrance  
67.7 Other Cafes and Snack Bars

67.6 Fast Food Restaurants  
70.3 Burger King\*

68.2 KFC  
65.9 McDonalds  
70.4 Other Fast Food Restaurants\*

66.9 Bars & Pubs

62.6 Food Courts

### 66.6 Healthcare

69.0 Private Hospitals\*  
70.5 Mount Elizabeth  
70.4 Mount Alvernia  
68.4 Raffles  
68.4 Parkway East  
67.7 Gleneagles  
66.9 Thomson Medical Centre

67.1 General Practitioners

66.4 Specialists, Dental, & Traditional Chinese Medicine Clinics

66.1 Restructured Hospitals  
68.4 National University\*  
66.6 Tan Tock Seng  
66.0 Changi General  
65.7 Khoo Teck Puat +  
65.1 Singapore General  
63.9 KK Women & Children's  
63.6 Alexandra

62.1 Polyclinics  
64.3 SingHealth  
61.5 NHG

### 64.3 Info-Communications

64.5 Mobile Telecom  
65.3 M1  
64.5 SingTel  
64.1 StarHub

62.9 Internet Service Providers  
63.7 StarHub Broadband  
63.7 M1 Broadband +  
62.2 SingTel Broadband

