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Customer Satisfaction Index of Singapore 2015: Full Year Overview

Institute of Service Excellence, SMU

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CUSTOMER SATISFACTION INDEX OF SINGAPORE 2015

RESULTS OVERVIEW



INSTITUTE OF
SERVICE EXCELLENCE
SINGAPORE MANAGEMENT UNIVERSITY



CSISG 2015 FULL YEAR AND FOURTH QUARTER 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. The fourth quarter results mark the end of measurement for CSISG 2015. Singapore's 2015 national score was computed using the data collected during these four quarters.

FULL YEAR RESULTS HIGHLIGHTS

The annually computed national satisfaction index declined for the first time since 2011, after chalking up four consecutive annual improvements. The 2015 national score stands at 70.2-points (on a 0 to 100 scale), a statistically significant* fall of 0.93-points (-1.3%) compared to 2014.

The decline in the national CSISG score was due in part to poorer year-on-year performance from the Finance & Insurance and Healthcare sectors. The Finance & Insurance sector registered a 1.44-point (-2.0%) decline from the previous year to 70.9-points. This decline was a particular drag on the overall national score and its corresponding performance, since the Index is GDP-weighted, with a substantial portion of Singapore's GDP coming from the Finance & Insurance sector. The Healthcare sector also registered a fall, declining 1.42-points (-2.0%) to 69.6-points.

Of the nine other industry sectors measured earlier in 2015, performance was generally lacklustre. The Private Education sector scored significantly lower, year-on-year. The Info-communications, Retail, and Tourism sectors did not register significant changes. On the other hand, the Food & Beverage and Public Education sectors recorded significantly higher scores. The Air Transport, Land Transport, and Logistics sectors were introduced in 2015 and thus do not have a year-on-year benchmark comparison. The most recent year-on-year changes for each sector are illustrated in Figure 1.

Country/Sector	Score (0-100)	Year-on-Year Change (%)
Food & Beverage	67.1	▲ +2.0%
Public Education	74.1	▲ +1.6%
Info-communications	67.4	■ +0.9%
Retail	70.0	■ +0.5%
Tourism	69.4	■ +0.4%
CSISG 2015	70.2	▼ -1.3%
Finance & Insurance	70.9	▼ -2.0%
Healthcare	69.6	▼ -2.0%
Private Education	64.1	▼ -2.5%
Air Transport	72.8	NA
Land Transport	63.3	NA
Logistics	70.5	NA

Figure 1: CSISG 2015 sector performance and year-on-year change in percentage, arranged in descending order of change.

FOURTH QUARTER RESULTS HIGHLIGHTS

The two measured sectors in Q4, namely Finance & Insurance and Healthcare, scored significantly lower in 2015, compared to the previous year.

Within the Finance & Insurance sector, the Life Insurance sub-sector saw the bigger year-on-year fall, declining 3.01-points (-4.1%) to 70.6-points. This was followed by the Health & Medical Insurance sub-sector, which scored 2.15-points (-3.0%) lower to 70.2-points, and the Banks sub-sector, which scored 1.12-points (-1.6%) lower to 71.1-points. The Motor & Other Personal Insurance sub-sector also registered a decline of 0.98-points (-1.4%) to 70.5-points, although this change was not statistically significant. The year-on-year changes are illustrated in Figure 2A.

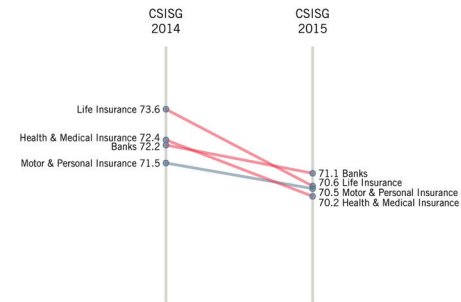


Figure 2A: Finance & Insurance sub-sectors' year-on-year performance. A red line represents a significantly lower score in 2015, compared to 2014.

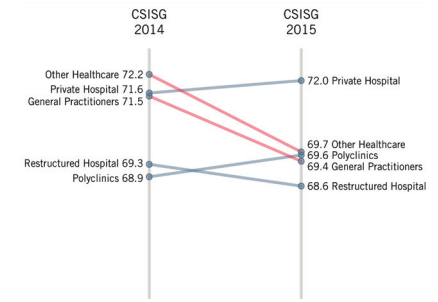


Figure 2B: Healthcare sub-sectors' year-on-year performance. A red line represents a significantly lower score in 2015, compared to 2014.

The decline in the Healthcare sector's CSISG score came primarily from three of the five sub-sectors measured within it. The General Practitioners sub-sector scored 69.4-points, a fall of 2.10-points (-2.9%). The Other Healthcare sub-sector, which comprised of healthcare providers such as dental and Traditional Chinese Medicine clinics, scored 69.7-points, a fall of 2.47-points (-3.4%). The Restructured Hospitals sub-sector scored 68.6-points, a dip of 0.70-points (-1.0%), although the change was not statistically significant.

In contrast, the Polyclinics sub-sector continued its gains from the previous year, increasing by 0.77-points (+1.1%) to 69.6-points, a record score for the sub-sector. The Private Hospitals sub-sector inched up by 0.44-points (+0.6%) to 72.0-points. However, neither change was statistically significant. These changes are illustrated in Figure 2B.

FOURTH QUARTER KEY FINDINGS

BANKS AND INSURANCE TOUCHPOINTS LOWER YEAR-ON-YEAR

The year-on-year decline in the Banks sub-sector's customer satisfaction levels were accompanied by lower satisfaction with the various banking touchpoints.

Satisfaction with ATMs, Branches, Credit cards, Mobile apps, and Personal Bankers recorded significantly lower year-on-year ratings. Of specific concern was the lower satisfaction with Personal Bankers and Branches; both these touchpoints have significant impact on customer satisfaction (i.e., the CSISG score), as illustrated in Figure 3A. In addition to the Personal Banker and Branch touchpoints, analysis also suggest the Contact Centre and Self-Service Machines touchpoints have a significant impact on customer satisfaction.

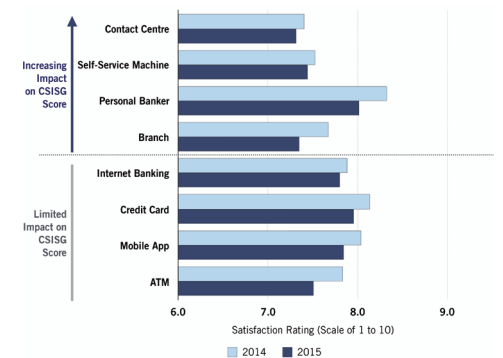


Figure 3A: Banks sub-sector touchpoints year-on-year performance.

*Statistical significance for the CSISG study is measured at a confidence level of 90%.

For the three Insurance sub-sectors, the Financial Advisor touchpoint, followed by Website, was the most commonly used interaction channel for Life and Health & Medical Insurance sub-sector customers. The Website touchpoint, followed by Contact Centre, was the most commonly used interaction channel for the Motor & Other Personal Insurance sub-sector customers.

As illustrated in Figure 3B, the three Insurance sub-sectors recorded significantly lower year-on-year satisfaction for both the Financial Advisor and Contact Centre touchpoints. Thus, it would be prudent to shore up the ratings for these high-touch channels.

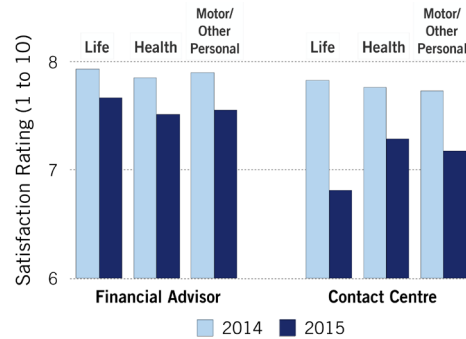


Figure 3B: Financial Advisor and Contact Centre touchpoints year-on-year performance for all three Insurance sub-sectors.

INTERACTIONS WITH BANKS' DIGITAL CHANNELS ON THE RISE

Although digital channels, such as the Internet Banking and Mobile App touchpoints did not register a statistically significant impact on customer satisfaction, this year's study suggested more customers are using these touchpoints compared to previous years. In contrast, branch interactions have declined over time. This is illustrated in Figure 3C.

The growing number of interactions presents an opportunity for banks to further enhance their relationship with their customers through the digital medium. It would thus be prudent for banks to continue investments and innovations in the digital sphere. Notwithstanding the reduced interactions with branches, the touchpoint continues to significantly impact overall customer satisfaction and thus should not be neglected.

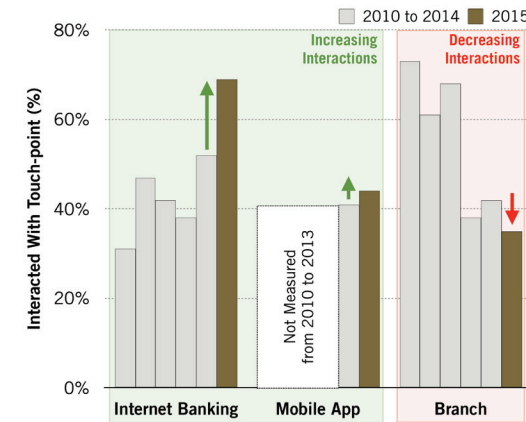


Figure 3C: Banks' Internet Banking, Mobile App, and Branches touchpoint interaction, over time.

POLYCLINIC PATIENTS THAT MAKE APPOINTMENTS ARE GENERALLY MORE SATISFIED WITH THE VISIT EXPERIENCE

Analysis of the Polyclinics' touchpoints revealed that patients that made most of their visits via appointments had higher satisfaction ratings with all the touchpoints, compared to patients that did not. Figure 4 illustrates the touchpoints with a statistically significant performance difference between these two groups of patients.

For example, patients with appointments rated satisfaction with Wait Times 7.1-points out of 10, while those without appointments averaged only 5.0-points.

This suggests that appointment-making not only allows polyclinics to better deploy their resources to provide a better visit experience for the patients, but it can also provide patients better control of their own time and expectations, leading to generally better satisfaction ratings with the measured touchpoints.

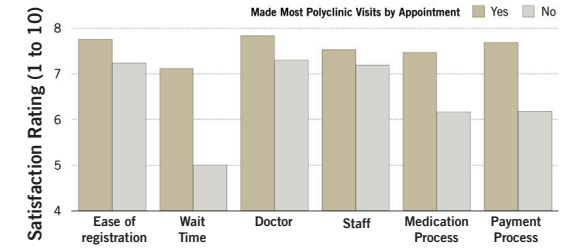


Figure 4: Polyclinic touchpoints that registered significant performance difference between patients that mostly made appointments and those that did not.

SATISFACTION RISES WHEN PRIVATE HOSPITAL PATIENTS INTERACT WITH MORE STAFF-TYPES

Between the Restructured Hospitals and Private Hospitals sub-sectors, it was observed that when private hospital patients interacted with more types of hospital personnel, i.e., doctors, nurses, allied health, and administrative staff, they were progressively more satisfied, i.e., their CSISG scores increased. Conversely, when the restructured hospitals' patients interacted with more types of hospital personnel, their satisfaction level declined. This observation is illustrated in Figure 5.

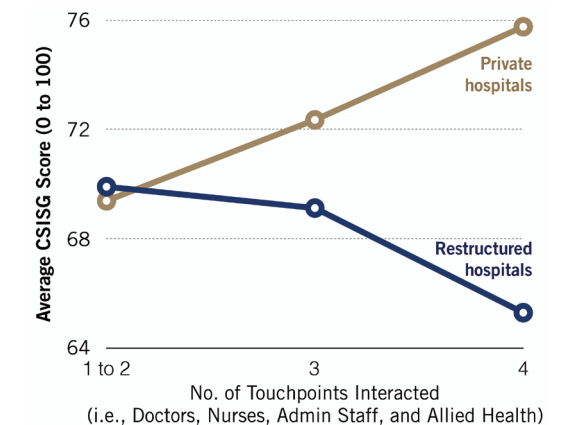


Figure 5: Average CSISG scores for restructured and private hospitals, relative to the number of types of hospital personnel they had interacted with.

Specific industry sector results and findings from the previous three quarters of CSISG 2015 can be accessed from the ISES website.

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, distinct 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, Air Transport, Land Transport, 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.

CSISG 2015 Q4 marks the end of measurement for 2015. The CSISG 2015 national score is computed using the data collected during these four quarters.

The Finance & Insurance sector comprises of the Banks sub-sector, Health & Medical Insurance sub-sector, Motor & Other Personal Insurance sub-sector, and Life Insurance sub-sector. The Healthcare sector consists of the Private Hospitals sub-sector, Restructured Hospitals sub-sector, Polyclinics sub-sector, General Practitioners sub-sector, and Other Healthcare sub-sector.




CSISG 2015 FOURTH QUARTER FIELDWORK PROCESS

Survey data for the Finance & Insurance and Healthcare sectors was collected between October 2015 and January 2016. This was typically conducted through face-to-face interviews with Singapore residents at their homes and departing tourists at Changi Airport.

The Q4 fieldwork garnered 9,399 interviews with locals and 350 with departing tourists at the airport. In total, there were 9,749 unique responses covering 622 companies and entities in the Finance & Insurance and Healthcare sectors; 35 entities have published scores.

The appended score card summarises results of the CSISG 2015 scores at the national, sector, sub-sector and company levels. The national index of 70.2 represents a weighted average of the 11 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 score of their respective sectors, sub-sectors, and companies over the past few years.

-  statistically significant increase in performance from 2014 to 2015
-  statistically significant decrease in performance from 2014 to 2015
-  no statistically significant year-on-year change in performance from 2014 to 2015

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

- * 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.

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2015 NATIONAL SCORE

70.2

74.1 Public Education

- 75.6 Universities*
- 79.1 SMU*
- 76.5 NUS
- 73.3 NTU
- 74.0 ITE
- 69.8 Polytechnics
- 74.8 Singapore*
- 73.4 Temasek*
- 70.5 Ngee Ann
- 67.1 Republic
- 63.6 Nanyang

72.8 Air Transport

- 75.1 Airport*
- 75.1 Changi Airport
- 73.2 Airlines
- 76.1 Singapore Airlines*
- 73.3 Emirates
- 73.0 Cathay Pacific
- 70.5 SilkAir
- 69.4 Qantas
- 69.3 Other airlines
- 68.3 Budget Airlines
- 68.0 AirAsia
- 67.5 Jetstar Asia
- 65.8 Tigerair
- 70.3 Other budget airlines

70.9 Finance & Insurance

- 71.1 Banks
- 71.9 Maybank
- 71.6 OCBC
- 71.6 DBS
- 71.3 Standard Chartered
- 70.8 UOB
- 70.6 Citibank
- 69.7 HSBC
- 70.1 Other banks

- 70.6 Life Insurance
- 72.1 Great Eastern
- 71.5 AIA
- 70.5 NTUC Income
- 69.7 Prudential
- 69.4 Manulife
- 69.5 Other life insurers

- 70.5 Motor & Other Personal Insurance
- 71.2 AXA
- 71.1 NTUC Income
- 71.0 AIG
- 70.3 Other personal insurers

- 70.2 Health & Medical Insurance
- 70.2 NTUC Income
- 70.0 Prudential
- 69.7 AIA
- 69.4 Great Eastern
- 70.6 Other health & medical insurers

70.5 Logistics

- 71.5 Postal Services
- 71.5 Singapore Post
- 70.2 Courier Services
- 73.2 FedEx*
- 72.2 Speedpost
- 71.2 DHL
- 69.9 UPS
- 67.0 Other courier services

70.0 Retail

- 72.8 Motor Vehicles*
- 70.7 Petrol Service Stations
- 71.7 SPC
- 71.5 Esso
- 70.1 Shell
- 67.5 Caltex

- 70.6 Supermarkets
- 71.6 Cold Storage
- 70.7 NTUC Fairprice
- 69.4 Sheng Siong
- 67.3 Other supermarkets

69.3 Jewellery

- 69.3 Fashion Apparels

69.2 Clocks & Watches

- 68.6 Departmental Stores
- 71.7 DFS*
- 70.9 Takashimaya*
- 70.8 Isetan*
- 69.4 OG
- 69.4 Robinsons
- 67.3 Tangs
- 67.0 Metro
- 65.6 Mustafa
- 65.8 Other departmental stores
- 66.7 Furniture
- 68.4 IKEA
- 66.2 Other furniture

69.6 Healthcare

- 72.0 Private Hospitals*
- 72.6 Mount Alvernia
- 72.5 Mount Elizabeth
- 72.2 Raffles
- 71.7 Parkway East
- 71.7 Thomson Medical
- 71.5 Gleneagles
- 71.0 Mount Elizabeth Novena

69.7 Other Healthcare

- 69.6 Polyclinics
- 69.8 SingHealth
- 69.6 NHG
- 69.4 General Practitioners

- 68.6 Restructured Hospitals
- 70.6 KK Women's & Children's*
- 70.5 Changi General*
- 69.7 Khoo Teck Puat
- 69.0 Ng Teng Fong
- 68.8 Tan Tock Seng
- 68.4 National University
- 66.7 Singapore General

69.4 Tourism

- 70.8 Hotels*
- 74.3 Marina Bay Sands*
- 73.1 Shangri-La*
- 72.6 The Ritz-Carlton*
- 72.0 Resorts World Sentosa
- 72.0 Mandarin Orchard
- 71.3 Swissotel the Stamford
- 70.3 Grand Hyatt
- 69.7 Other hotels

- 70.3 Attractions*
- 72.1 S.E.A. Aquarium*
- 71.6 Sentosa
- 71.6 Singapore Zoo
- 71.4 River Safari
- 71.0 Universal Studios
- 70.7 Night Safari
- 70.7 Jurong Bird Park
- 69.9 Adventure Cove
- 68.7 Other attractions

66.4 Travel & Tour Services

67.4 Info-Communications

- 68.4 Mobile Telecom
- 69.4 Singtel
- 69.0 StarHub
- 63.9 M1
- 65.1 PayTV
- 66.6 StarHub
- 64.4 Singtel
- 64.9 Broadband
- 66.9 StarHub
- 66.2 M1
- 64.1 Singtel
- 59.6 Wireless@SG

67.1 Food & Beverage

- 69.4 Fast Food Restaurants*
- 72.2 McDonalds*
- 67.6 Burger King
- 67.5 KFC
- 64.3 Other fast food restaurants
- 69.0 Bars & Pubs*

68.1 Cafes & Snack Bars

- 70.1 Starbucks
- 68.4 Coffee Bean & Tea Leaf
- 67.7 Other cafes & snack bars

66.5 Food Courts

- 69.0 NTUC Foodfare*
- 67.7 Food Republic
- 67.0 Koufu
- 65.9 Kopitiam
- 66.2 Other food courts

66.2 Restaurants

- 70.0 Sushi Tei*
- 69.0 RE&S*
- 68.7 Crystal Jade*
- 68.6 Sakae Holdings*
- 68.0 Minor Food Group
- 65.7 Other restaurants

64.1 Private Education

- 64.1 Private Education Institutions

63.3 Land Transport

- 65.9 Taxi Services*
- 67.4 Transcab
- 66.9 Premier
- 66.2 SMRT
- 65.6 ComfortDelGro
- 62.3 Prime
- 62.0 Mass Rapid Transit System
- 63.9 SBS Transit
- 61.5 SMRT
- 60.9 Public Buses
- 62.2 SMRT
- 60.4 SBS Transit

