



SMU

SINGAPORE MANAGEMENT
UNIVERSITY

INSTITUTE OF
SERVICE
EXCELLENCE

CUSTOMER SATISFACTION INDEX OF SINGAPORE 2019

FULL YEAR RESULTS OVERVIEW

Q4 FINDINGS FOR FINANCE & INSURANCE AND HEALTHCARE



LEE KONG CHIAN
SCHOOL OF
BUSINESS



2019 NATIONAL SCORE

74.3

HOW WELL DID COMPANIES SATISFY THEIR CUSTOMERS?

76.9 Food & Beverage

- 78.3 Restaurants***
 - 82.3 Sakae Sushi*
 - 82.0 Tung Lok Signatures*
 - 79.5 Crystal Jade la Mian Xiao Long Bao
 - 78.5 Sushi Tei
 - 78.4 Seoul Garden
 - 78.3 Swensen's
 - 78.1 Ajisen Ramen
 - 77.9 Jack's Place
 - 77.2 Astons
 - 77.0 Crystal Jade Kitchen
 - 77.0 Nando's
 - 76.7 Thai Express
 - 76.7 Manhattan Fish Market
 - 76.6 Soup Restaurant
 - 76.6 Pizza Hut
 - 76.4 Din Tai Fung
 - 76.0 Boon Tong Kee
 - 75.7 Dian Xiao Er
 - 75.1 Fish & Co
 - 80.2 Other restaurants
- 75.9 Snack Bars & Food Kiosks**
 - 74.7 Old Chang Kee
 - 73.7 Jollibean
 - 76.3 Other snack bars & food kiosks
- 74.8 Cafes & Coffee Houses**
 - 76.4 Starbucks
 - 73.1 Toast Box
 - 72.7 Ya Kun
 - 75.1 Other cafes & coffee houses

- 74.6 Fast Food Restaurants**
 - 76.2 McDonald's
 - 75.0 Burger King
 - 74.1 Mos Burger
 - 73.7 Subway
 - 73.6 KFC
 - 72.3 Other fast food restaurants

76.1 Air Transport

- 79.0 Airport***
 - 79.0 Changi Airport
- 75.3 Full Service Airlines**
 - 78.8 Singapore Airlines*
 - 77.3 Garuda Indonesia*
 - 76.4 Emirates
 - 75.3 Cathay Pacific
 - 74.8 Qantas
 - 74.0 SilkAir
 - 72.6 Other full service airlines
- 72.4 Budget Airlines**
 - 73.2 AirAsia
 - 73.1 Jetstar Asia
 - 72.3 Scoot
 - 70.3 Lion Air
 - 71.0 Other budget airlines

75.8 Tourism

- 75.9 Hotels**
 - Luxury & Upscale Hotels
 - 77.5 Marina Bay Sands
 - 77.1 The Ritz-Carlton
 - 76.8 Grand Hyatt
 - 76.7 Shangri-La
 - 75.5 Pan Pacific Singapore
 - 74.9 Hotel Michael
 - 74.0 Marina Mandarin
 - 73.7 Mandarin Orchard
 - Economy Hotels
 - 71.7 Fragrance Hotel
 - 71.3 Hotel 81
 - 76.5 Other hotels
- 75.1 Attractions**
 - 76.5 Sentosa
 - 75.7 Singapore Zoo
 - 75.4 Gardens By The Bay
 - 74.9 S.E.A. Aquarium
 - 74.9 Jurong Bird Park
 - 74.8 Singapore Flyer
 - 74.7 River Safari
 - 74.5 Universal Studios
 - 73.9 Night Safari
 - 73.7 Adventure Cove
 - 72.0 Singapore Discovery Centre
 - 73.2 Other attractions

74.6 Finance & Insurance

- 75.3 Banks***
 - 75.7 Citibank
 - 75.6 DBS
 - 75.1 OCBC
 - 74.3 UOB
 - 74.2 HSBC
 - 74.0 Maybank
 - 73.6 Standard Chartered
 - 72.5 Other banks
- 74.0 Life Insurance**
 - 76.2 Great Eastern*
 - 74.4 AIA
 - 74.1 NTUC Income
 - 73.9 Prudential
 - 71.7 Aviva
 - 71.5 Other life insurers
- 73.2 Motor & Other Personal Insurance**
 - 74.6 AIG
 - 74.0 AXA
 - 74.0 NTUC Income
 - 72.3 Other motor & personal insurers
- 73.0 Health and Medical Insurance**
 - 74.5 Prudential
 - 73.3 Great Eastern
 - 73.2 AIA
 - 72.4 NTUC Income
 - 72.2 Other health & medical insurers
- 72.7 Credit Cards**
 - 73.5 Citibank
 - 73.4 DBS
 - 73.2 American Express
 - 72.9 Maybank
 - 72.8 HSBC
 - 72.7 UOB
 - 72.1 OCBC
 - 71.4 Other credit cards



2019 NATIONAL SCORE

74.3

HOW WELL DID COMPANIES SATISFY THEIR CUSTOMERS?

73.4 Retail

73.6 Supermarkets

- 74.2 NTUC Fairprice
- 73.7 Sheng Siong
- 73.5 Cold Storage
- 72.9 Giant
- 71.9 Other supermarkets

73.4 Fashion Apparels

- 74.1 Giordano
- 74.0 Zara
- 73.7 G2000
- 73.4 H&M
- 73.4 Esprit
- 72.6 Cotton On
- 72.3 Hang Ten
- 72.1 Adidas
- 72.0 Bossini
- 71.5 Uniqlo
- 74.1 Other fashion apparels

73.0 e-Commerce

- 74.7 Zalora
- 74.2 Fave
- 73.8 Ebay
- 73.3 Qoo10
- 73.1 Taobao/Tmall
- 72.6 Carousell
- 72.0 Amazon
- 71.1 Other e-Commerce

73.0 Department Stores

- 74.5 DFS
- 73.9 Metro
- 73.9 Robinsons
- 73.4 Takashimaya
- 73.3 Tangs
- 73.1 BHG
- 72.7 Isetan
- 70.9 OG
- 71.6 Other department stores

72.7 Healthcare

75.2 Private Hospitals*

- 75.7 Mount Elizabeth Orchard
- 75.6 Gleneagles
- 75.5 Raffles Hospital
- 75.4 Parkway East
- 75.4 Mount Alvernia
- 74.8 Mount Elizabeth Novena
- 74.2 Thomson Medical

72.3 Polyclinics

- 72.6 National Healthcare Group
- 72.3 SingHealth
- 71.7 National University

71.7 Restructured Hospitals

- 73.1 KK Women's & Children's
- 72.5 Changi General
 - 71.9 Sengkang General
- 71.8 National University
- 71.7 Ng Teng Fong
- 71.7 Khoo Teck Puat
- 71.6 Tan Tock Seng
- 69.9 Singapore General

72.1 Info-Communications

73.2 Wireless@SG

- 72.7 Mobile Telecom
- 75.2 Singtel*
- 71.9 StarHub
- 69.7 M1

70.6 Broadband

- 70.9 StarHub
- 70.9 M1
- 70.2 Singtel

70.2 PayTV

- 70.7 StarHub
- 69.7 Singtel

68.0 Land Transport

73.3 Taxi Services*

- 75.6 Transcab*
- 74.3 Premier
- 72.9 ComfortDelGro
- 72.9 SMRT
- 71.0 Prime

68.3 Transport Booking Apps

- 69.1 ComfortDelGro
 - 68.2 Gojek
- 68.1 Grab

66.7 Public Buses

- 68.2 SMRT
- 67.0 SBS Transit
- 64.3 Other bus operators

64.9 Mass Rapid Transit System

- 65.0 SMRT
- 64.7 SBS Transit

This scorecard summarises the results of the CSiSG 2019 satisfaction scores at the national, sector, sub-sector and company levels.

CSiSG scores are generated based on the econometric modelling of survey data collected from end-users after the consumption of products and services. Company scores (in black) are weighted based on a separate incidence study. This incidence study helps determine each company's sample profile and the local-tourist weights. Sub-sector scores (in blue) are derived as a weighted average of company scores, in proportion to the local and tourist incidence interactions with the constituent companies. Sector scores (in gold) are derived by aggregating the sub-sector scores proportionately to each sub-sector's revenue contributions.

Finally, the national index of 74.3 represents a weighted average, by each sector's contribution to GDP, of the 8 sector scores.

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.

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 2018 to 2019

statistically significant decrease in customer satisfaction from 2018 to 2019

no significant year-on-year change in customer satisfaction score

CSISG 2019 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 2019. Singapore's 2019 national score was computed using the data collected during these four quarters.

FULL YEAR RESULTS HIGHLIGHTS

The 2019 national score rose to 74.3 points (on a 0 to 100 scale). This was a statistically significant* 1.2% improvement over the 2018 score of 73.5 points, marking a record high in the CSISG study's 13-year history.

This improvement in the national satisfaction level was driven by the Food & Beverage (+3.6% year-on-year improvement), Info-communications (+2.4%), Retail (+1.1%), Finance & Insurance (+1.0%), Healthcare (+1.0%), and Tourism (+0.9%) sectors.

Although both the Air and Land Transport sectors also registered upticks in their respective CSISG scores, those movements were not considered statistically significant.

The 2019 performance of each industry sector, with its 2018 performance as reference, is illustrated in Figure 1.

2018	2019	Sector
74.2	▲ 76.9	Food & Beverage
75.4	■ 76.1	Air Transport
75.1	▲ 75.8	Tourism
73.9	▲ 74.6	Finance & Insurance
73.5	▲ 74.3	National Score
72.6	▲ 73.4	Retail
72.0	▲ 72.7	Healthcare
70.4	▲ 72.1	Info-communications
67.8	■ 68.0	Land Transport

▲ Significant improvement
■ Statistically unchanged

Figure 1: CSISG Sectors' performance, arranged in descending order of 2019 scores.

*Note: Significance in this document refers to statistical significance measured at a confidence interval of 90%.

FOURTH QUARTER RESULTS HIGHLIGHTS

The improvement in the national score was supported by the latest set of results from the Finance & Insurance and Healthcare sectors. The statistically significant year-on-year improvements in both these sectors were attributed to increases in the scores of each of the measured constituent sub-sectors. The sub-sectors' year-on-year performances are illustrated in Figure 2.

The Finance & Insurance sector's improvement came on the back of year-on-year satisfaction level upticks in each of the five measured constituent sub-sectors, namely, Banks, Credit Cards, Health & Medical Insurance, Life Insurance, and Motor & Other Personal Insurance.

The year-on-year improvement in patient satisfaction within the Healthcare sector was similarly spurred by upticks in the satisfaction levels of its three constituent sub-sectors, namely Polyclinics, Private Hospitals, and Restructured Hospitals.

The significant sectoral-level improvements notwithstanding, it should be noted the increases in CSISG scores for the eight finance, insurance, and healthcare sub-sectors were not considered statistically significant.

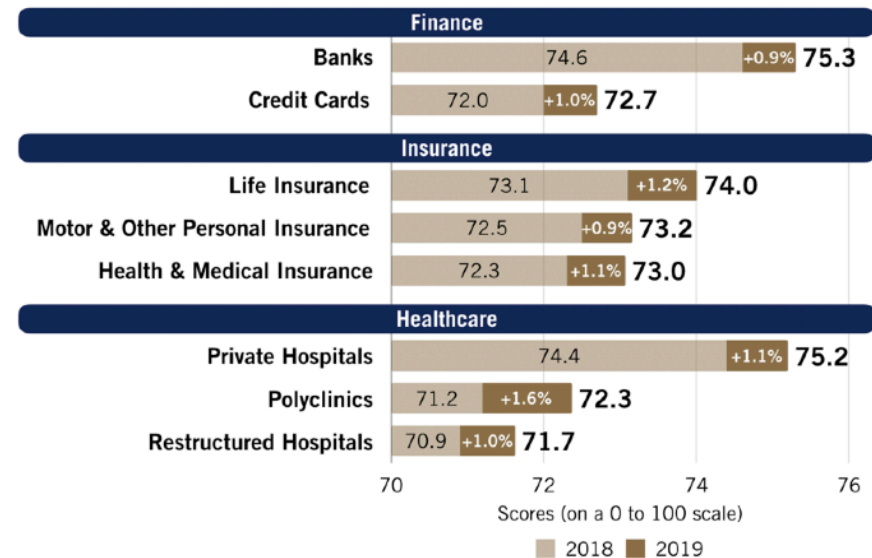


Figure 2: Finance, Insurance, and Healthcare sub-sectors' performance improvements over the previous year.

FOURTH QUARTER KEY FINDINGS

Loyal Bank Customers Observed to be More Willing to Try New Digital Banks

With Singapore's digital banking licenses due to be awarded in 2020, the study looked into the potential profile of these digital banks' customers by asking customers of existing banks about their willingness to apply for various bank products with the new digital banks.

Unsurprisingly, this segment of customers was mostly made up of the younger, middle income demographic. The majority were also already users of the internet and mobile banking services their current banks offered.

However, this sizeable proportion of retail banking customers, i.e., 43.3%, that expressed a willingness to try out the new digital banks, were also observed to have a relatively higher level of loyalty to their current banks. This does not bode well for the incumbent banks: It suggests that this segment of customers, who have significantly higher loyalty levels, are going to be more willing to give the new competition an opportunity to do business with them.

Further analysis of this segment of customers reveal that they were most willing to try out credit cards (99.7% of those customers) and loan (48.2%) products from the new digital banks, as illustrated in Figure 3.

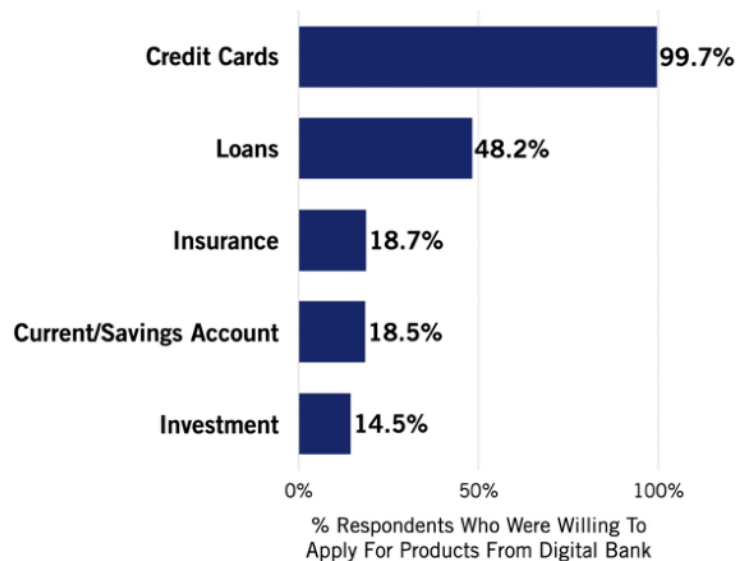


Figure 3: Products that bank customers were willing to apply for from the new digital banks.

Life Insurance's Product-related Attributes Increasingly Important to Satisfaction

Impact Analysis of the three Insurance sub-sectors revealed that Product-related attributes, e.g., policies that meet customers' needs and were appealing, for the Life Insurance sub-sector were a greater differentiator of customer satisfaction in 2019, compared to 2018.

Figure 4 shows the three most important drivers of satisfaction for each Insurance sub-sector in 2018 and 2019. Insurers providing life insurance policies, as well as motor and other personal insurance products, may wish to consider focusing on these areas.

Life Insurance		Health & Medical Insurance		Motor & Other Personal Insurance	
2019	2018	2019	2018	2019	2018
Products appeal to you	Gives you individual attention	Fulfills its promise at the promised time	Has your best interest at heart	Feels assured that things will be taken care of	Performs services right the very first time
Is innovative & forward-looking	Has your best interest at heart	Has your best interest at heart	Feels assured that things will be taken care of	Performs services right the very first time	Gives you individual attention
Range of products meet your needs	Proactively helps you when needed	Gives you individual attention	Provides prompt service	Range of products meet your needs	Feels comfortable and safe

Legend: Product-related Attribute

Figure 4: Insurance sub-sectors' top 3 attributes with an impact on Customer Satisfaction for 2018 and 2019, arranged in descending order of impact.

Life, Health & Medical Insurance Continues to be Purchased Through Non-Digital Channels

The 2019 study continues to show insurance policyholders were much less willing to purchase life or health insurance policies through an online channel, with less than one in eight saying they would consider buying such policies online. This is in contrast to motor and travel insurance products; insurance customers indicated relatively greater willingness to purchase these policies online, as illustrated in Figure 5.

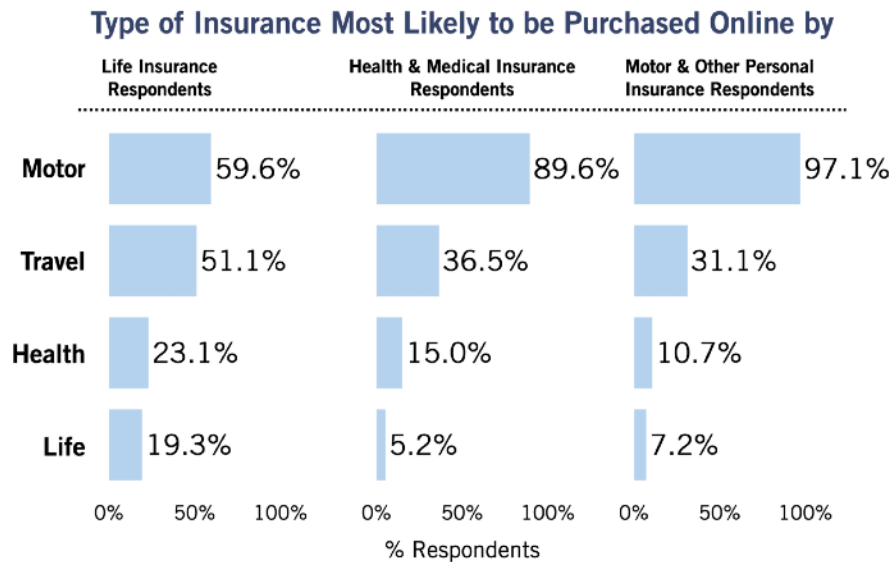


Figure 5: Types of insurance likely to be purchased online, by respondents that indicated they were willing to purchase insurance online. Respondents may indicate more than one type.

Compared with the developments in the banking industry, there appears to be continued resistance with Insurance customers when it comes to purchasing life and health insurance policies online. This is possibly due to the relative complexity of such insurance products, as well as the more limited distribution of such policies through online sales channels; many are still distributed through agent representatives.

This suggests that there is an opportunity for insurers to continue to leverage its digital channels to improve interactions with their customers in the online space.

Healthcare Institutions Continue to Grapple With Gripes on Wait Times

The perennial issue of long perceived wait times still plagued the healthcare sub-sectors, particularly the restructured hospitals and polyclinics. In all three measured sub-sectors, the satisfaction with the “Waiting Time” attribute rated last. Impact analysis also shows that the “Waiting Time” and “Waiting Experience” attributes were key, if not the most important, drivers of patient satisfaction.

However, delving into the respondents’ appointment-making behaviour, the study found that patients that made appointments perceived significantly reduced wait times; Figure 6 illustrates this.

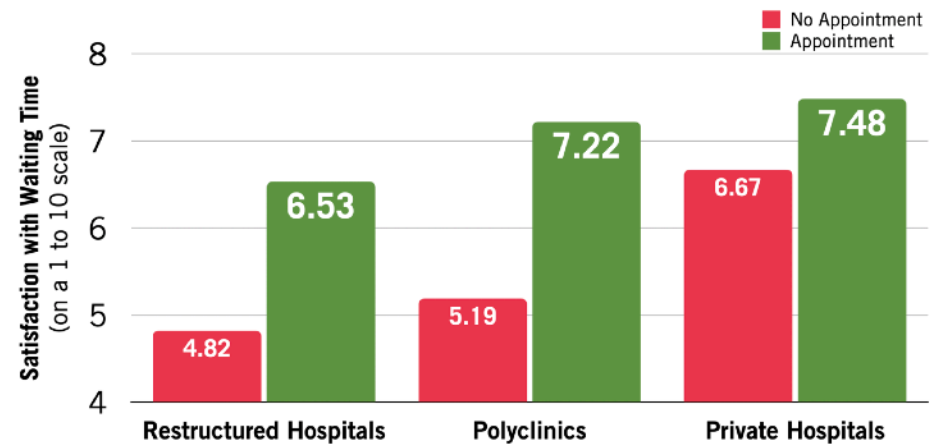


Figure 6: Satisfaction with Waiting Time, segmented by patients who made an appointment and those that did not.

For instance, a polyclinic patient without an appointment had an average Waiting Time satisfaction rating of 5.19 points on a scale of 1 to 10. In contrast, a patient with an appointment had an average rating of 7.22 points. Patients with appointments were also observed to have significantly higher levels of overall satisfaction with the polyclinic.

Thus, apart from improving processes, healthcare administrators can consider increasing the use of appointments as a means of improving perceived waiting time and experience, and ultimately overall patient experience.

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.

Company scores are weighted based on a separate incidence study. This incidence study helps determine each company's sample profile and the local-tourist weights. Sub-sector scores are derived as a weighted average of company scores, in proportion to the local and tourist incidence interactions with the constituent companies. Sector scores are derived by 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 and Land Transport 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 2019 Q4 marks the end of measurement for 2019. The CSISG 2019 national score was computed using the data collected during these four quarters.

The Finance & Insurance sector comprises of the Banks sub-sector, Credit Cards 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, and Polyclinics sub-sector.

CSISG 2019 FIELDWORK

Survey data for the Finance & Insurance and Healthcare sectors was collected between October 2019 and January 2020. This was primarily conducted through face-to-face interviews with Singapore residents at their homes. The survey was also conducted with departing tourists at Changi Airport.

The Q4 fieldwork garnered 9,190 interviews with locals and 380 with departing tourists at the airport. In total, there were 9,570 unique responses covering 82 companies and entities in the Finance & Insurance and Healthcare sectors; 49 entities have published scores.

In 2019, a total of 29,670 unique responses were recorded. This comprised of 21,925 face-to-face interviews with Singapore residents and 7,745 interviews with tourists at Changi Airport. In all, the study covered 671 companies and entities, with 173 entities having published scores.



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