Why conduct satisfaction research?
Think of a product, brand or company that...

...you hate

...you love
48% of recommendations are based on product
49% of negative wom is based on service
Definition

Customer satisfaction or dissatisfaction is the feeling a customer has about the extent to which their experiences with an organisation have met their needs.

A relative measure

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
Customer Satisfaction

- Relatively new concept
- Changed in complexity over the years
- 70’s – Quality and functionality
- Late 80’s and 90’s – Brand and price
- Early 2000’s – Service and information
- Today – Customers emotional attachment via the customer experience and customer engagement
What is Customer Experience?

“The customer experience is the sum of the interactions that a customer has with a company's products, people, and processes. The customer experience encompasses every aspect of a company’s offering ... Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company.”

(4C Consulting 2009)

Excellent customer satisfaction and experience is achieved by doing your very best at what matters the most – to your customers and nobody else!
Customer Satisfaction & Housing

• Engagement with customers now an integral part of the new regulatory environment: -
  o Tenants having the opportunity to shape service delivery.
  o Understand the needs of tenants
  o Delivering value for money – leaning on cost control
  o Not just economic value – delivering social value for money to the community as a whole is important

• Customer satisfaction seen as the ultimate judge of success
• Clear benefits to organisational reputation
• Satisfied Customer = Satisfied Employees and vice versa
• Still a clear financial incentive
• Ethical implication – it improves peoples lives!
Customer Satisfaction and Housing

- No national regulatory data collection
- Effective HA’s need to:
  - Identify the needs of customers
  - Understand levels of customer satisfaction
  - Use data to drive performance in service and cost
- Has to deliver more than just insight – incorporate action into organisational strategy
Why is Peer Benchmarking Dangerous?
Peer Benchmarking

• Looking through the ‘right’ lens?
  o Who designed the questions?
  o Are requirements the same in Leeds as in London?
  o Does the customer care about other housing associations?
  o Do they ensure you are ‘doing best at what matters most’?

• Using the right measure – rating scales
  o Verbal scales – flattering?
  o Numerical scales – getting the right granularity
% satisfied is a very weak measure

<table>
<thead>
<tr>
<th>% “satisfied”</th>
<th>Satisfaction Index™</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 point verbal scale</td>
<td>10 point numerical scale</td>
</tr>
<tr>
<td>Company 1</td>
<td>79%</td>
</tr>
<tr>
<td>Company 2</td>
<td>85%</td>
</tr>
<tr>
<td>Company 3</td>
<td>88%</td>
</tr>
<tr>
<td>Company 4</td>
<td>90%</td>
</tr>
<tr>
<td>Company 5</td>
<td>92%</td>
</tr>
</tbody>
</table>
Use a tough measure if you want to improve.
How Benchmarking Can Work
UK Customer Satisfaction Index (UKCSI) - key facts

- 5 years of trend data
- 26,000 responses a year
- Representative of UK population
- Results across 13 sectors, twice a year
CSI by sector

- UKCSI: 78.0
- Retail (non-food): 84.1
- Retail (food): 81.6
- Services: 81.5
- Automotive: 80.9
- Leisure: 80.8
- Tourism: 80.5
- Finance (insurance): 78.3
- Finance (banks and building societies): 78.1
- Public Services (local): 74.9
- Telecommunications: 74.7
- Transport: 73.5
- Public Services (national): 72.7
- Utilities: 72.3
- Scotland: 81.0
- Wales: 79.9
- England: 77.6
- Northern Ireland: 77.5

Jul-12
Jan-12
top 2 organisations by sector

(number of organisations base >30 in brackets)
Using CSI to Improve Satisfaction
‘Doing best what matters most’
Everything hinges on giving customers what matters most to them, even if that proposition seems less exciting than focusing on novelty, uniqueness or the latest management or technology fad.

Barwise & Meehan
Repairs
Routine Work
Fitness for Occupation
Complaints
ASB
Satisfaction scores

- Overall value for money
- Safety and security
- Keeping promises and commitments
- Accuracy of billing
- The overall quality of your home
- Quality of repair work
- Maintenance of your building
- Ability to deal with enquiries
- Willingness to listen to residents
- Ease of contact with Company X
- Enforcement of resident/occupier behaviour
- Level of service charge
- Effective handling of problems
- Speed of repairs that are Company X's responsibility
- Helpfulness of Leasehold Officer
- Helpfulness of staff (Not Leasehold Officer)
- The general surroundings where you live
- Clarity of your leaseholder agreement
- Clarity of billing

Scores for 2010, 2009, and 2008 are shown.
Satisfaction Drivers

**GIVENS**

- My manager trusts me
- I trust my manager
- Knowing what is expected of me
- My manager listens to me
- My manager is approachable
- My manager is supportive
- Employees are treated fairly
- Employees are treated equally
- Pay
- Job security
- Having the tools to do your job
- Job related training
- Financial benefits (pension etc)
- Communication from senior management
- Communication from my immediate manager
- Recognition of my performance
- My job provides me with a sense of achievement
- Senior management demonstrate strong leadership
- Opportunities for career progression
- Workload
- Friendliness of working environment

**MARGINALS**

- *Flexible benefits (childcare, cycle to work)*

**SATISFACTION DRIVERS**

**HIDDEN OPPORTUNITIES**
Maximise the Effectiveness of your Results

Most measure but...
• Ensure you deliver more than just insight.
• Identify what is important to your customers and understand the subsequent performance in terms of satisfaction.
• Identify areas where improvements can be made and take action.
• Re-measure performance.

Less Take Action so...
• Deliver marginal gains in performance that deliver big results.
• Have the right tools for the job.
• ‘Just do it!’

Even Fewer Feedback so...
• Listen to your customers – make the most from the comments.
• Communicate to your internal stakeholders – employees.
• Communicate to your external stakeholders – customers.
• Keep them updated – demonstrate progress and give them confidence.
Aiming For Excellence

• Do best at what matters most
• Don’t limit yourself to one group
• Cultural integration – everyone can make a difference!

“We aim to be one of the best service providers in the UK and an excellent employer”

RHP, 2013