

# From citizen/ customer satisfaction measurement to management



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1. Satisfaction ?
2. Satisfaction measurement & management
3. Tools and techniques
4. Some questions to ask
5. European collaboration

# Satisfaction

## The Service Quality Gap

What the customer expects from the service



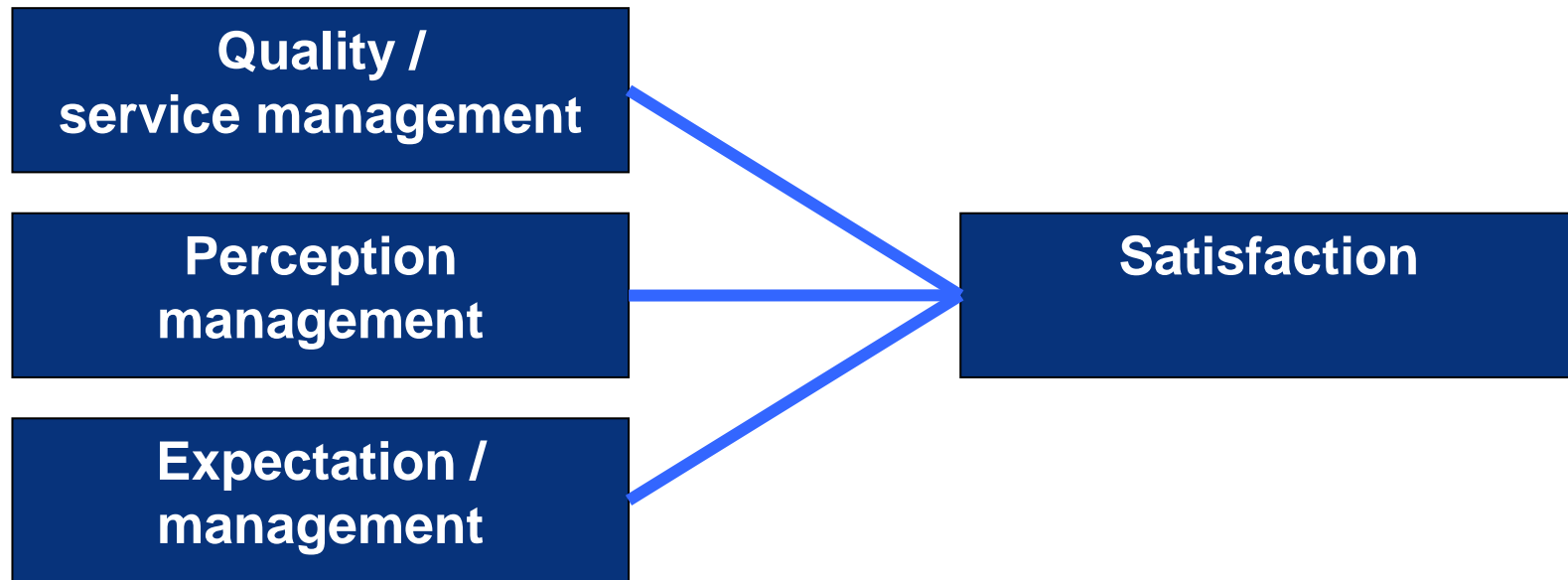
The service quality gap



What the customer thinks they have received

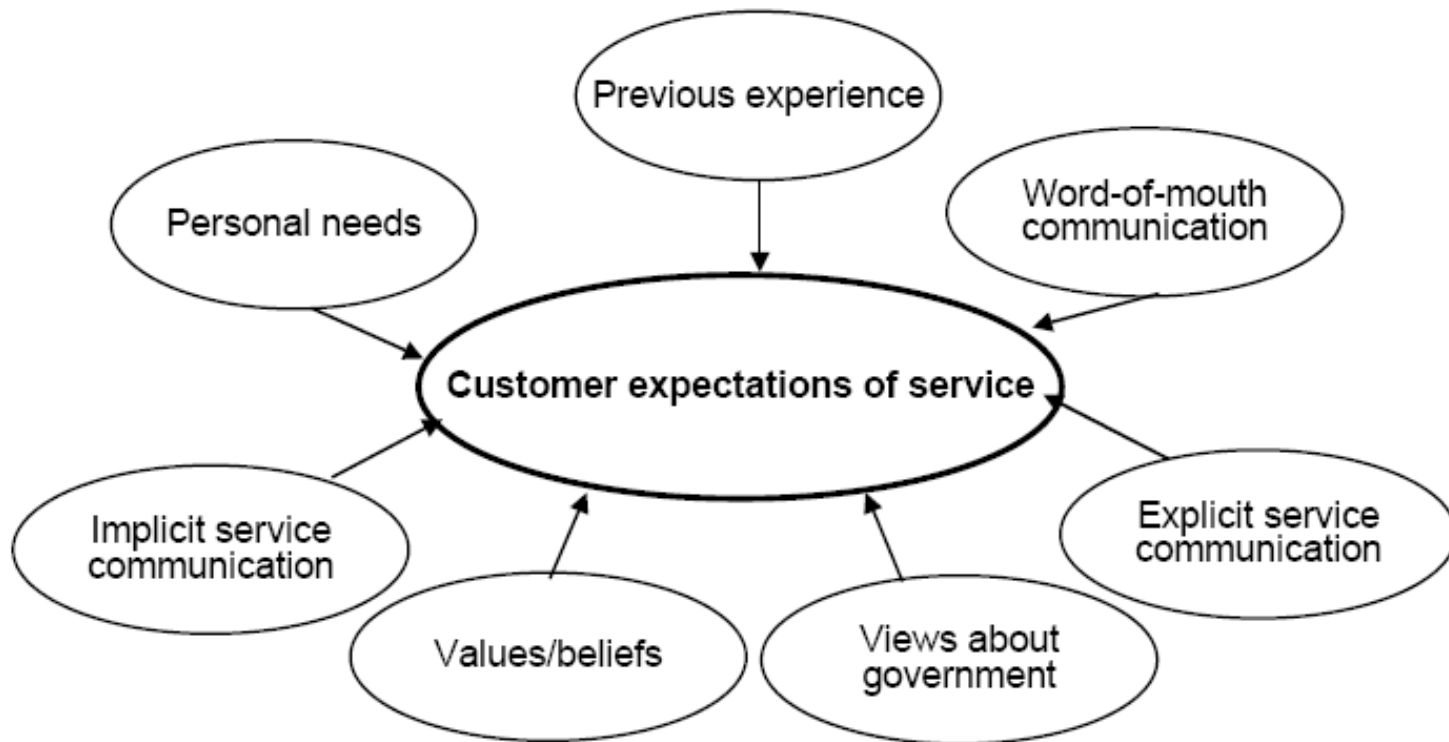
$$S = P - E$$

# Satisfaction management

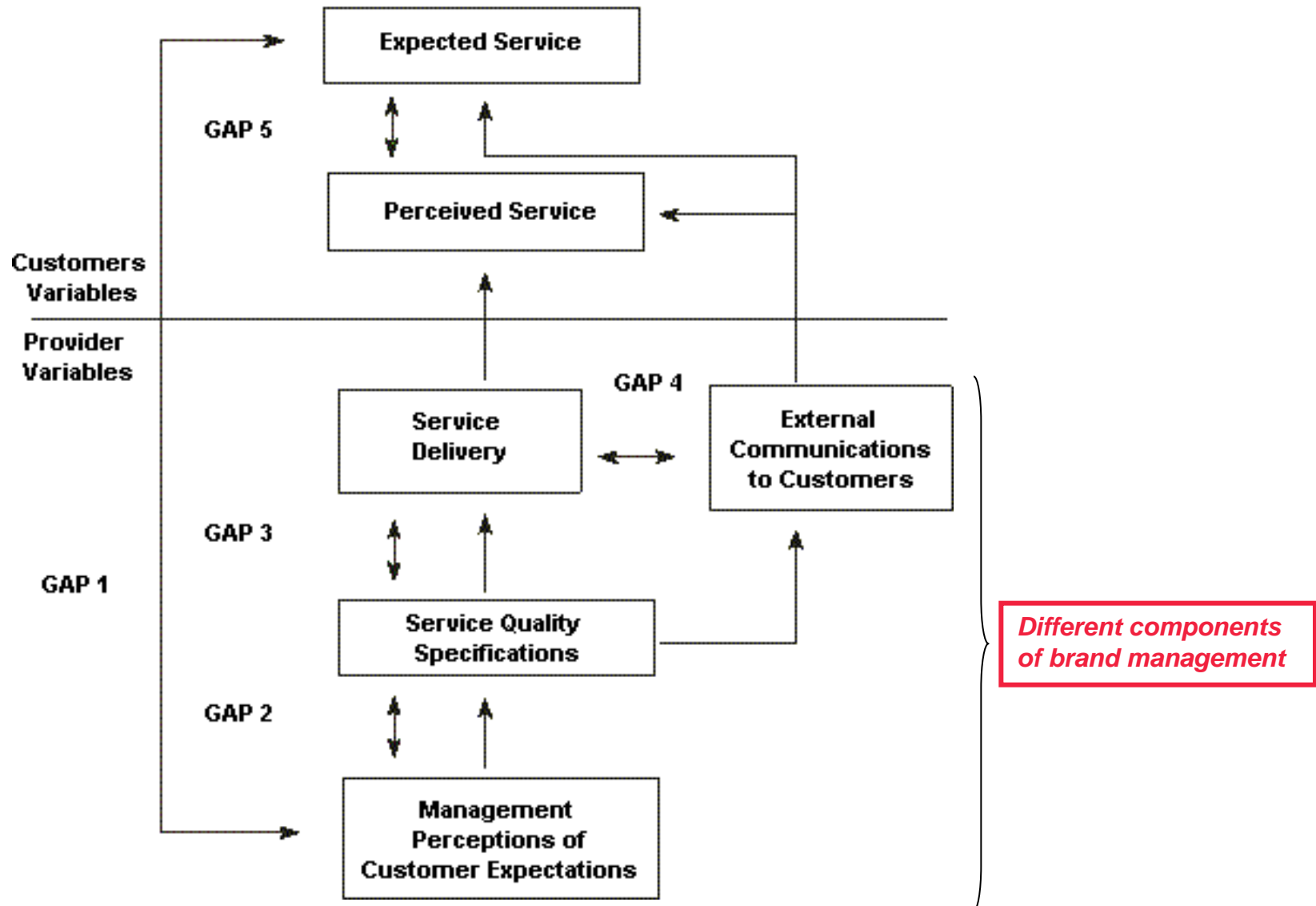


# Where do expectations come from ?

## Sources of Customer Expectations



# Servqual : Theoretical model

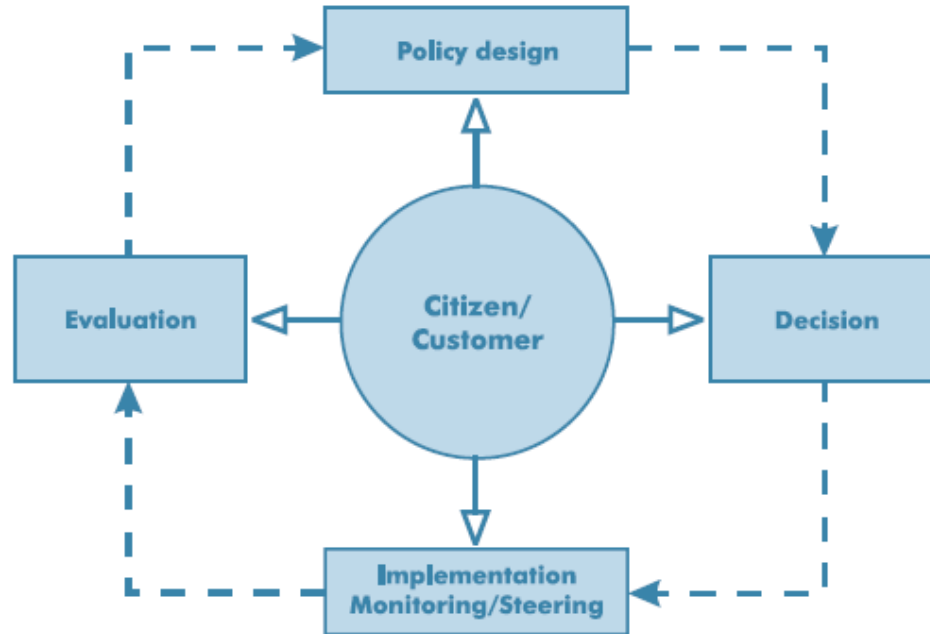


(Servqual- Zeithaml et al.1990)

# Servqual - gaps

- **Gap 1:** Discrepancy between actual customer expectations and management perceptions of those expectations.
- **Gap 2:** Discrepancy between management perceptions of customer expectations and service-quality specifications.
- **Gap 3:** Discrepancy between service quality and service actually delivered.
- **Gap 4:** Discrepancy between service actually delivered and what is communicated about the service to customers.
- **Gap 5:** Discrepancy between customer's expectations of the service provider and their perceptions of provider delivery.

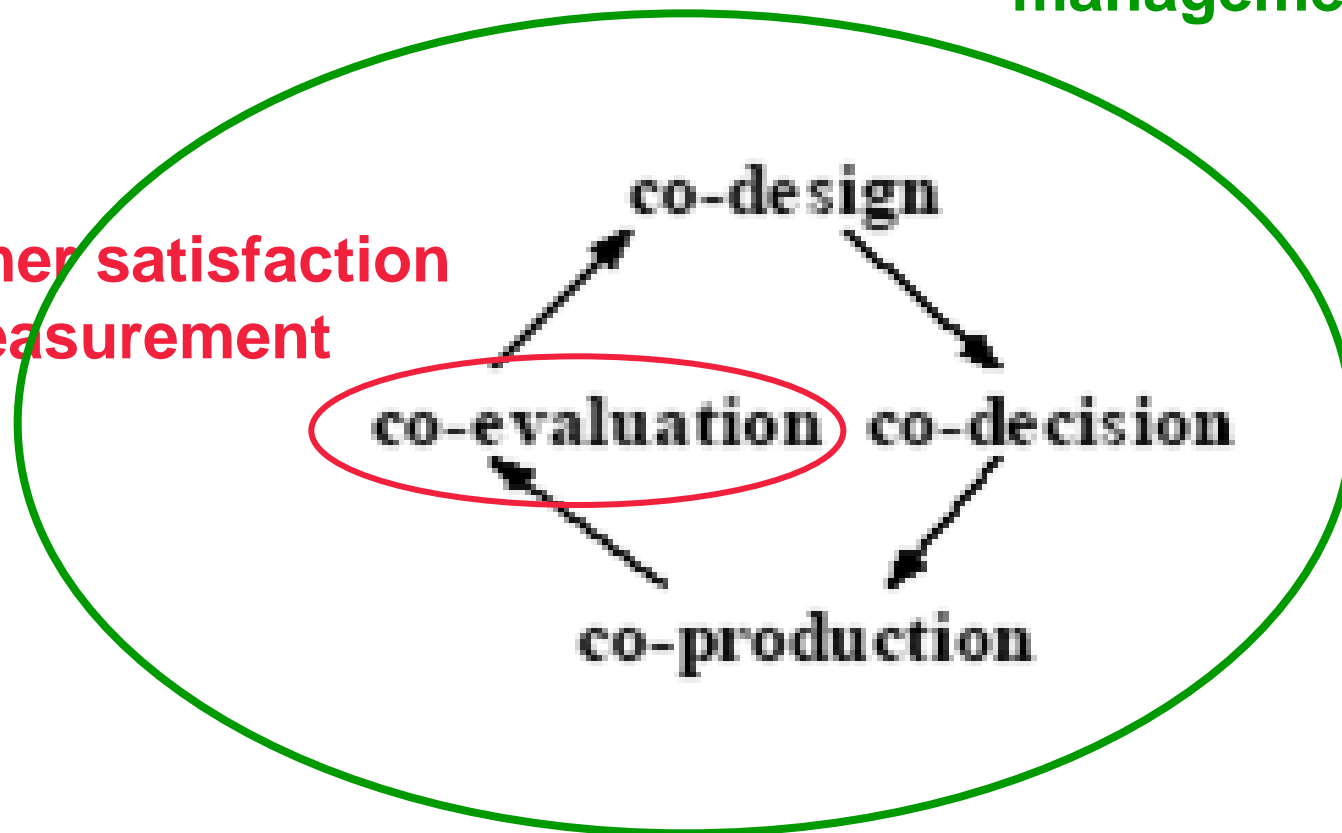
# General idea: *“from measurement to management”*





## Customer satisfaction management

Customer satisfaction measurement



*Changing place and role of the citizen/customer !*

# ***Techniques and tools***

1. Satisfaction Surveys
2. Front line staff information of citizen/customer insight
3. Customer journey mapping / Process analysis
4. Citizen/customer panels
5. Group interviews and Focus groups
6. Mystery shopping
7. Using Comments, Compliments and Complaints

# The right instrument

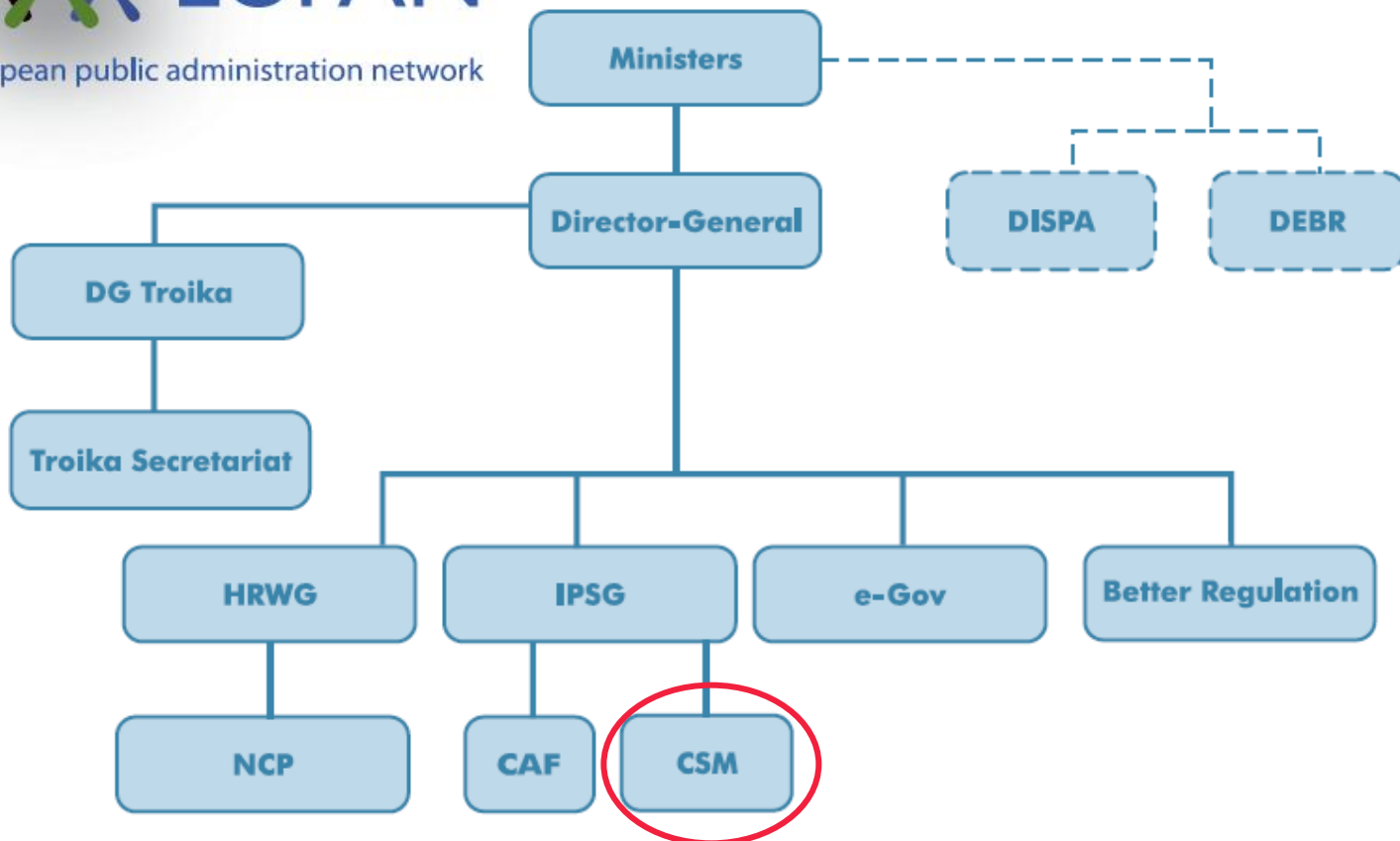
	Identifying potential for concrete improvements	Knowing customer desires and preferences	Representativity	User participation	Price
<b>Customer survey</b>	+/-	+	+	+	--
<b>Mystery shopping</b>	++	-	-	-	+
<b>Focus group</b>	+	++	+/-	+/-	+
<b>Complaint analysis</b>	++	+/-	-	+/-	+
<b>Staff survey</b>	+	+	-	-	+/-
<b>Proces analysis</b>	+/-	-	-	-	+/-

## *Some questions to ask*

### **Do we need the research?**

- What do you want to find out? What are the objectives of your study? Do you have a clear focus?
- How will the results be used? Will they actually be used?
- What do we know already?
- Better ways to get the information
- Cost-benefit analysis

# European Collaboration in the field of Public Administration



# CSM Learning team

=> European Primer (Eng/FR) distributed at 5th European Quality Conference (Paris 2008)





## Ambitions / objectives of this EU Primer

- *“...by this publication the place and the role of citizens/customers in customer satisfaction management is more clear, and public service organisations all over Europe have some practical guidelines on the way to Customer Satisfaction Management.”*
- Combination of strategical and operational level – theory and practice
- Bringing in practical cases from all over Europe

# Contact

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