Customer Satisfaction Management:

Striving for a more satisfied customer
or
~~*for a more trusting citizen?*~~

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1. Concept and Objectives

Customer Satisfaction Management consists in believing that what citizens think of your services does matter… at least a little!

It includes:

      - The setting of standards of service

      - The measuring of the perceptions of customers

      - Integration of these elements in the management cycle

1. Concept and Objectives

Born out of New Public Management

- General movement away from traditional public administration of the weberian model

- From input oriented to output oriented management

- The mechanics of CSM are mostly based on the Service Quality Model (SERVQUAL) of Parasuraman

1. Concept and Objectives

Objectives:

Management

Allows for a better general management by providing a different kind of metric to the piloting of public organisations.

Governance

Allows for a better governance by offering greater voice, participation and transparency to citizens.

Alibi

"We survey citizens, but mostly we keep doing the same things whether they like it or not".

2. Critique & Challenges

CSM was quickly criticised in the public sector because it talks of:

- Customer

- Satisfaction

- Management

These critique are linked to the fundamental challenges of CSM:

- Who's perceptions are measured?

- What to measure?

- How to measure it?

- How to use the information gathered?

- … does this particular measurement matters?

3. Who's perception are measured?

Differentiate by use:

- Direct user

- Non-user, non-payer

- Non-User, payer

- Indirect user

- Etc.

Differentiate by 'nature':

- Customer

- Citizen

- Partner

- User

- Administered

- Etc.

3. Who's perception are measured?

	The Actor			
	Administered	**User**	**Consumer**	**Citizen Partner**
Historicity				
	The State	Welfare State	Regulatory State	Post-modern State
Key Concepts	Obligation	Right to Service	Choice	Participation
Types of Service	Regaelian	Public	Universal	Democratic
Heteronomy/ Autonomy	Heteronomy	Restrained Heteronomy	False Autonomy	Autonomy
Uniformity/ Diversity	Uniformity	Conditional Diversity	Large Diversity	Total Diversity
Participation	Electoral	By the use made of the different services and the rights attached to them	Choice limited to the moment of consumption	Guiding administrative action by its involvement
Directionality and Relationality	Top-down - Unilateral Domination	Top-down - Rights limit arbitrary decisions	Bottom-up - Apparent supremacy but needs defined by the administration	Inward-outward - Symbiosis

4. What to Measure?

The Service Quality Gap

What the customer expects from the service

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The service quality gap

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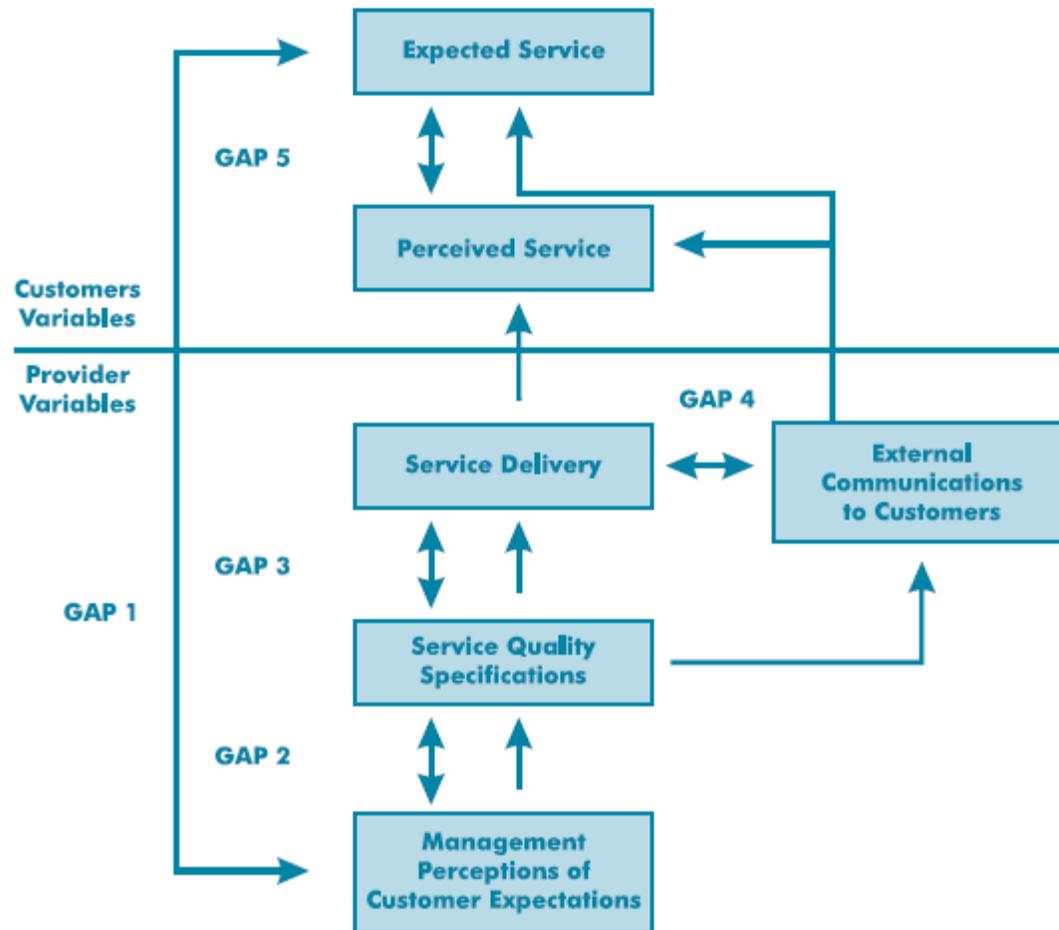What the customer thinks they have received

How to define this 'Quality'?

- Satisfaction
- Efficiency
- Effectiveness
- Trust
- Equality of treatment
- Respect of administrative law
- Etc.

"European Primer on Customer Satisfaction Management", European Institute of Public Administration, p.15

5. How to Measure?

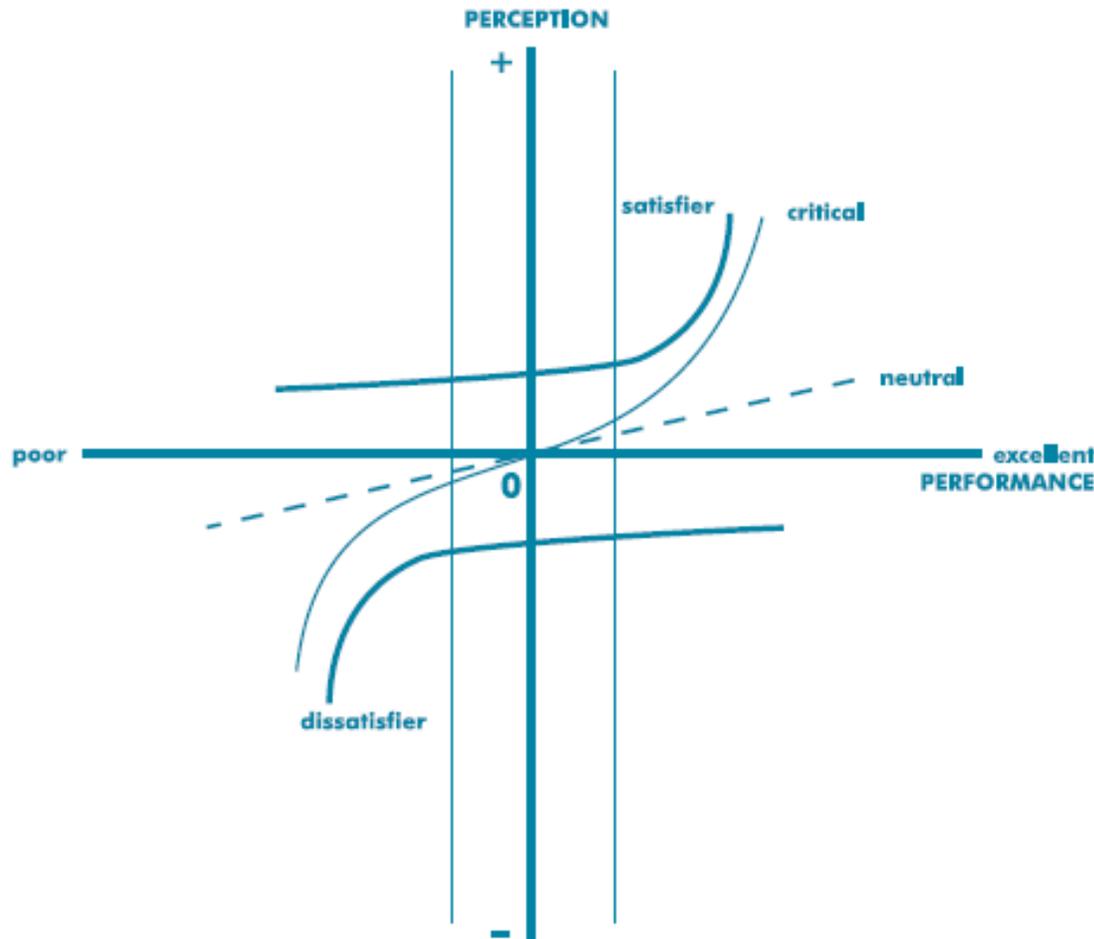Is perception really the right approach?

Are gaps the right approach?

What of other gaps?

What of their differentiated impact?

"European Primer on Customer Satisfaction Management", European Institute of Public Administration, p.17

6. How to use the Information Gathered?

Types of Impact and Zones of Tolerance

What level of importance is given to CSM?

How to integrate it with the other tools of management?

Can the public sector really limit itself to top performing activities?

"European Primer on Customer Satisfaction Management", European Institute of Public Administration, p.25

6. How to use the Information Gathered?

Canada: - Citizen First Model

        - 'Déclaration de service aux citoyens'

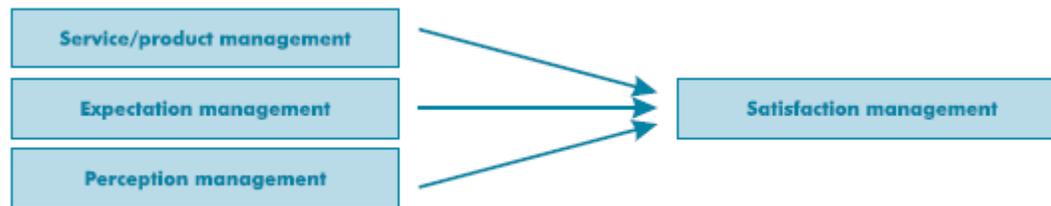France: - The Marianne approach

United Kingdom: - Citizen's Charters
        - Customer Service Excellence

7. Does this Matter for Management?

The question of the managerial relevance of CSM, despite the various critiques and interrogations it raises, has become almost moot.

Managing is more than measuring:

"European Primer on Customer Satisfaction Management", European Institute of Public Administration, p.27

Management is more than CSM:
- Legal criteria
- Effective quality
- Accounting rules
- HR Management
- Communication
- Accountability
- Etc.

8. Does this Matter for Governance?

The CSM approach directly impacts, and is in many ways the pre-condition, to the development of a more open administration.

It promotes an organisation's sensibility to key notions of governance such as:

– Participation
– Trust
– Transparency

Without the taking into account of the perception of key stakeholders, the construct of governance becomes almost meaningless and at the very least, sees its democratic mission diminished.

9. Why focus on CSM in the current environment?

From New Public Management to Public Governance

Financial: basic tool of management, hence an impact on efficiency and effectiveness.

Management: adds to the tool kit of managers for the proper steering of organisations.

Accountability: forces organisations to react to citizen's demands and requests.

Political: done properly and without cynicism, CSM can have an impact on citizen's level of trust in organisations, and, one hopes, by ricochet, on institutions.