CSISG 2013 FULL YEAR RESULTS

FINANCE & INSURANCE AND HEALTHCARE RESULTS
CSISG 2013 Q4 & Full Year Results

- CSISG 2013 Q4 quick facts and sample design
- Results overview
- Results and highlights of Healthcare Sector
- Results and highlights of Finance & Insurance Sector
Overview of the CSISG Main Fieldwork

Singapore citizens and PRs are interviewed at their homes. Homes are selected from a random listing of 40,000 household addresses that match housing profile of Singapore resident population.

Departing tourists are interviewed at Changi Airport.

Each respondent answer up to 17 CSISG questions and 15 touchpoint questions about a company they had recent experiences with.

Typically 250 respondents per company would have answered the CSISG questionnaire.
<table>
<thead>
<tr>
<th>Sectors Covered</th>
<th>Finance &amp; Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Period</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Nov–Dec 2013</td>
<td></td>
</tr>
<tr>
<td>Total Questionnaires Completed</td>
<td>10,371</td>
</tr>
<tr>
<td>Face-to-face at residents’ homes</td>
<td>10,071</td>
</tr>
<tr>
<td>Face-to-face at Changi Airport</td>
<td>300</td>
</tr>
<tr>
<td>Distinct entities measured</td>
<td>230</td>
</tr>
<tr>
<td>Entities with published scores</td>
<td>34</td>
</tr>
</tbody>
</table>
## Sectors measured in the CSISG

| Calendar year 1st quarter (Jan to Mar) | Info-communications  
| ------------------------------------- | ---------------------- 
| 2nd quarter (Apr to Jun)              | Private Education  
|                                       | Public Education  
|                                       | Transport & Logistics  
| 3rd quarter (Jul to Sep)              | F&B  
|                                       | Tourism  
| 4th quarter (Oct to Dec)              | Finance & Insurance  
|                                       | Healthcare  

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Questionnaires Completed</td>
<td>37,653</td>
</tr>
<tr>
<td>Face-to-face at residents’ homes</td>
<td>28,277</td>
</tr>
<tr>
<td>Face-to-face at Changi Airport</td>
<td>7,999</td>
</tr>
<tr>
<td>Online survey</td>
<td>1,377</td>
</tr>
<tr>
<td>Distinct entities measured</td>
<td>1,840</td>
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<tr>
<td>Entities with published scores</td>
<td>111</td>
</tr>
</tbody>
</table>
## CSISG 2013 National Score
### Key Observations

<table>
<thead>
<tr>
<th>CSISG 2013</th>
<th>70.7</th>
<th>▲</th>
<th>+1.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism</td>
<td>74.5</td>
<td>▲</td>
<td>+6.5%</td>
</tr>
<tr>
<td>Public Education</td>
<td>72.8</td>
<td>▲</td>
<td>+7.9%</td>
</tr>
<tr>
<td>Transport &amp; Logistics</td>
<td>72.7</td>
<td>▲</td>
<td>+6.4%</td>
</tr>
<tr>
<td>Private Education</td>
<td>72.2</td>
<td>▲</td>
<td>+4.7%</td>
</tr>
<tr>
<td>Retail</td>
<td>72.2</td>
<td>▲</td>
<td>+4.4%</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>70.3</td>
<td>▲</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>69.9</td>
<td>▼</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>69.1</td>
<td>▼</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Info-comm</td>
<td>67.7</td>
<td>▲</td>
<td>+2.7%</td>
</tr>
</tbody>
</table>
CSISG National Score
From 2007 to 2013

Singapore: 70.7
CSISG National Trends for Measured Sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>2007</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>76</td>
<td>62</td>
</tr>
<tr>
<td>Info-communications</td>
<td>69</td>
<td>62</td>
</tr>
<tr>
<td>Transport &amp; Logistics</td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>Public Education</td>
<td>2007</td>
<td>2013</td>
</tr>
<tr>
<td>Private Education</td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>Tourism</td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>2007</td>
<td>2013</td>
</tr>
<tr>
<td>Healthcare</td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>62</td>
<td>69</td>
</tr>
</tbody>
</table>
In 2013, Tourist respondents had significantly higher satisfaction than their local counterparts in all 20 sub-sectors where Locals and Tourists are measured.

E.g., Local-Tourist satisfaction at selected sub-sectors:

- Departmental Stores: Locals 60, Tourists 84
- Restaurants: Locals 72, Tourists 84
- Attractions: Locals 72, Tourists 84
- Taxis: Locals 60, Tourists 84
Affect colours our expectations

Service is co-created
(e.g., emotional contagion, reciprocity norms)

Culture influences importance of various service attributes
Organisations should better understand cultural nuances of their customer base so as to design experiences that better meet their expectations.

The same would apply to the training, policy and process design of frontline employees.

Companies also need to take into account the effects of its staff’s service characteristics when interfacing with various types of customers.
CSISG 2013 Q4 RESULTS
HEALTHCARE
## CSISG 2013 Q4 Healthcare Year-on-Year Change

<table>
<thead>
<tr>
<th>Change</th>
<th>CSISG 2013</th>
<th>Sub-sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.3</td>
<td>69.8</td>
<td>General Practitioners</td>
</tr>
<tr>
<td>-0.6</td>
<td>72.2 *</td>
<td>Private Hospitals</td>
</tr>
<tr>
<td>-0.7</td>
<td>65.9</td>
<td>Polyclinics</td>
</tr>
<tr>
<td>-1.5</td>
<td>69.0</td>
<td>Restructured Hospitals</td>
</tr>
<tr>
<td>-1.7</td>
<td>70.2</td>
<td>Specialised Healthcare</td>
</tr>
</tbody>
</table>
CSISG 2013 Q4 Healthcare Year-on-Year Change

- Private Hospitals 72.8 → 72.2
- Specialised Healthcare 71.9 → 70.2
- Restructured Hospitals 70.5 → 69.0
- General Practitioners 70.1 → 69.8
- Polyclinics 66.6 → 65.9
CSISG 2013 Q4 Healthcare
Private Hospitals

Customer Satisfaction

- Raffles Medical Hospital: 73.6 ±1.55
- Mount Elizabeth Hospital: 73.0 ±1.36
- Mount Alvernia Hospital: 72.2 ±0.64
- Gleneagles Hospital: 72.1 ±1.53
- Parkway East Hospital: 71.6 ±1.64
- Thomson Medical Centre: 69.9 ±1.45
- Parkway Medical Centre: 69.5 ±1.77

Private Hospitals
CSISG 2013 Q4 Healthcare Polyclinics

Customer Satisfaction

SingHealth Poly

66.6 ± 1.66

NHG Poly

65.6 ± 1.64

Polyclinics

65.9 ± 1.17
CSISG 2013 Q4 Healthcare
Restructured Hospitals

Customer Satisfaction

KTPH
67.4
61.36

NUH
69.8
±1.30

TTSH
69.6
±1.35

KKH
69.1
±1.43

Rest
structured Hospitals

CGH
69.0
±0.54

SGH
68.2
±1.62

AH
67.4
±1.49

66.4
±1.37

INSTITUTE OF
SERVICE EXCELLENCE
SINGAPORE MANAGEMENT UNIVERSITY
CSISG 2013 Q4 Healthcare Findings

Perceived value fell across year-on-year across all 5 sub-sectors
Perceived value, as a satisfaction driver, has become more important

These findings come on the back of increased healthcare costs (Healthcare CPI, SingStat, 2013); increasing significance of perceived value as a driver of satisfaction, may suggest that healthcare consumers are more price conscious

One takeaway for healthcare providers would be to always increase perceived quality in tandem with any adjustments in price
<table>
<thead>
<tr>
<th>Change</th>
<th>CSISG 2013</th>
<th>Sub-sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1.3</td>
<td>69.1</td>
<td>Health &amp; Medical Insurance</td>
</tr>
<tr>
<td>+0.4</td>
<td>70.2 *</td>
<td>Motor &amp; Personal Insurance</td>
</tr>
<tr>
<td>-2.4</td>
<td>69.4</td>
<td>Banks</td>
</tr>
<tr>
<td>-4.5</td>
<td>66.1</td>
<td>Life Insurance</td>
</tr>
</tbody>
</table>
CSISG 2013 Q4 Finance & Insurance Year-on-Year Change

CSISG 2012

- Banks 71.8
- Life Insurance 70.6
- Motor & Personal Insurance 69.8
- Health & Medical Insurance 67.8

CSISG 2013

- 70.2 Motor & Personal Insurance
- 69.4 Banks
- 69.1 Health & Medical Insurance
- 66.1 Life Insurance
CSISG 2013 Q4 Finance & Insurance
Motor & Personal Insurance

Customer Satisfaction

Other motor & personal insurers: 71.3 ±1.17
Motor & Personal Insurance: 70.2 ±0.61
Chartis: 69.5 ±1.12
NTUC Income: 69.3 ±1.25
AXA: 68.6 ±1.43
CSISG 2013 Q4 Finance & Insurance
Banks

Customer Satisfaction

DBS
71.9 ±1.33

UOB
71.4 ±1.25

OCBC
71.3 ±1.27

Citibank
70.2 ±1.23

Standard Chartered
70.1 ±1.23

HSBC
69.7 ±1.12

Other banks
69.0 ±1.22

Maybank
68.8 ±1.44
CSISG 2013 Q4 Finance & Insurance
Life Insurance

Customer Satisfaction

- AIA: 69.8 ±1.26
- GE Life: 69.5 ±1.26
- Prudential: 67.5 ±1.69
- Manulife: 66.7 ±1.34
- Life Insurance: 66.1 ±0.63
- NTUC Income: 64.8 ±1.42
- Other life insurers: 61.5 ±1.92
In both Banks and Life Insurance sub-sectors, we saw an increase in response variability with regards to satisfaction and its drivers.

This may suggest inconsistency in perceived performance and/or a wider variation in customer requirements.

This is a timely reminder for banks and insurers to review their products and service offerings on an ongoing basis to stay relevant to different customer segments.
CSISG 2013
IN CONCLUSION
Companies that constantly perform above the national CSISG score every year also tend to have less variability in their satisfaction levels.

In effect, the service experience with these companies tend to be more consistent.

Providing consistent and reliable service is an important aspect of customer satisfaction and service excellence.

**Companies that have scored significantly above the national CSISG in every year they were measured**

- Cathay Pacific
- Changi Airport
- Emirates
- Grand Hyatt
- Mandarin Orchard
- Qantas
- The Ritz-Carlton
- Shangri-La Hotel
- Singapore Airlines
- Swissotel the Stamford
- Universal Studios

*Only companies with higher than national CSISG performance 3-years running or more*