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# PROMOTING A CULTURE OF SERVICE EXCELLENCE AND CUSTOMER CENTRICITY



The Institute of Service Excellence / Corporate Brochure



# WELCOME

A thriving service economy is a crucial cornerstone for Singapore's continued economic success. After all, 75 percent of national GDP comes from the business our service companies generate.

The Institute of Service Excellence at SMU (ISE@SMU) was set up to ensure our businesses remain at the top of their game when it comes to service delivery and customer experience.

Delivering this world-class standard of service requires a holistic, organisation-wide impetus that goes beyond the storefront and frontline training. Furthermore, competition is increasingly global, facilitated by the online economy. Operating in Singapore also brings unique challenges, from labour expense and productivity to land.

ISE@SMU works in close collaboration with government agencies such as Workforce Singapore and SPRING Singapore to develop programmes and initiatives that directly help our local businesses and workforce.

For example, the Institute's annual flagship study, the Customer Satisfaction Index of Singapore (CSISG), provides an unbiased, data-driven benchmark of service competitiveness across a wide swarth of consumer service sectors. The analytics-based insights into customer satisfaction and loyalty are unparalleled in breadth and scope. Building upon the nationally adopted service competency framework and working in concert with academic faculty from the Singapore Management University, we have developed an integrated training curriculum intended for business leaders.

We will continue to build upon and develop these initiatives, but we are most encouraged when businesses, big or small, engage and make use of our research findings and training programmes. We look forward to being your partner in your service excellence journey.



**Ms Neeta Lachmandas**  
Executive Director  
Institute of Service Excellence  
Singapore Management University

# ABOUT THE INSTITUTE OF SERVICE EXCELLENCE

“If we are to stay competitive, lifelong learning has to be more than an ideal”



Working in close collaboration with companies, government agencies, academia and the media, ISE@SMU adopts a multifaceted approach in engaging current and emerging leaders, advocates, and influencers who collectively shape Singapore's service footprint.

## THE IMPORTANCE OF SERVICE

Globally, services account for 40 percent of world GDP. Closer to home, services account for over 70 percent of Singapore's GDP. As the biggest sector of the economy, services continue to play a crucial role in the Singapore economy.

Given its pervasive nature, service is a subject that many can relate to. While intuitive, it also remains rather elusive and expansive as a concept. Some argue that service is organic and intrinsically linked to the culture of a particular geographical area being referenced. For others, service is the outcome of social engineering and meticulous standardisation.

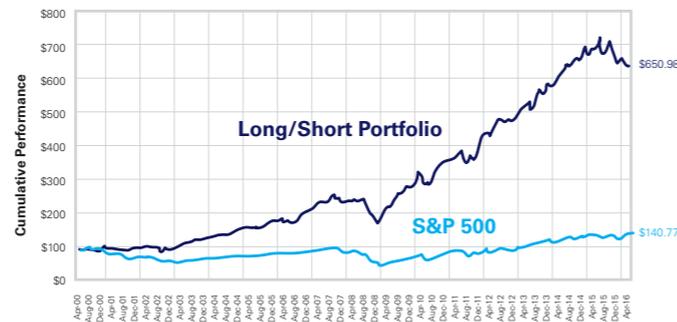


# CUSTOMER SATISFACTION AND FINANCIAL PERFORMANCE LINKED

At ISE@SMU, service excellence is given expression in the form of customer satisfaction performance.

Customer satisfaction is recognised by ISE@SMU as a reliable indicator of the health and outlook of the Singapore services sector. Customer satisfaction is also seen as a predictor of financial performance. The positive correlation between customer satisfaction and financial performance has long been validated by independent academic research studies. Unsurprisingly, the most resilient companies on the cutting edge of service have often been the early movers and adopters of this philosophy.

**Annual Returns: Long/Short Portfolio vs. S&P 500**  
April 2000 (Inception) – June 30, 2016



Source: American Customer Satisfaction Index at <http://www.theacsi.org>

# CUSTOM RESEARCH & CONSULTING

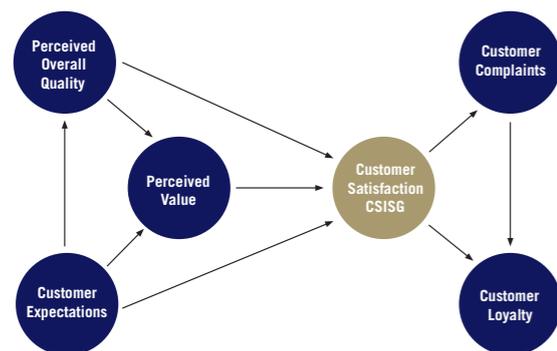
As no two problems are alike, no one-size-fits-all approach should be expected as a solution

The robust and dynamic nature of the CSISG analytical model and rich source of industry insight provide excellent opportunities for adaptations across different sectors and company needs. ISE@SMU has worked with clients from Finance & Insurance, Healthcare, Retail, Info-Comms, Transport, Tourism and F&B, as well as the public sector, on custom research and consulting studies.



“Your most unhappy customers are your greatest source of learning”

– Bill Gates, Microsoft



The Customer Satisfaction Index of Singapore Structural Model

## CUSTOMER SATISFACTION INDEX OF SINGAPORE

Since its inception in 2007, ISE@SMU has administered and published results of the Customer Satisfaction Index of Singapore (CSISG), an annual benchmarking study of service levels across over 20 economic sub-sectors. The CSISG is an ongoing effort by ISE@SMU to keep the industry abreast of service level performance on a national level.

## SERVICE EXCELLENCE TRAINING PROGRAMMES



To effect company-wide impact in service excellence and equip professionals with the latest frameworks and industry best practices, ISE@SMU offers a comprehensive training programme under the ISE Programme Suite. This platform features a series of workshops that enable companies to move from a manpower-focused service model to innovative ways of creating, delivering and sustaining a differentiated service culture. The workshops are designed for individuals in senior leadership positions and high-potential managers, and feature a multi-faceted and cross-functional curriculum that aims to inject capabilities and expertise to support the drive for service excellence. The six core modules in the ISE Programme Suite include Leadership, People Management, Service Innovation, Information and Results, Customer Experience, and Planning and Process.

## CASE STUDIES AND THOUGHT LEADERSHIP

ISE@SMU is strategically positioned at the nexus between industry and academia, allowing rigour and relevance from the best of both worlds to be reflected in the development of case studies and white papers on service excellence and customer centricity. The rise of disruptive technologies and tightening of Singapore's manpower environment present undeniable challenges and also new opportunities for companies to test new concepts, trial new models and chart new grounds as they ride the next wave of growth.



## AN INVITATION

ISE@SMU welcomes partnerships across a wide range of opportunities. To get in touch, please visit us at [ises.smu.edu.sg](https://ises.smu.edu.sg) or email us at [ise@smu.edu.sg](mailto:ise@smu.edu.sg).