The KPI Institute

Celebrating 10 Years of PERFORMANCE

Customer Satisfaction Surveys









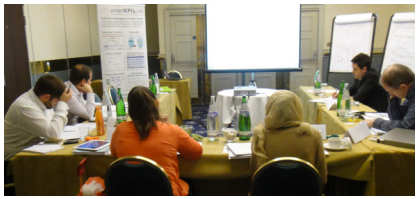
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IT Services Stanford University

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Stanford University is one best ranked universities in the world with over 100 years of tradition in education. Measuring customer satisfaction, whether it involves extenal clients or internal service users is not new for Stanford. The survey used to measure satisfaction regarding the university's IT services is sent on an annual basis to four groups of customers:

- Faculty staff
- Graduate students
- Undergraduate students
- Administrators

The overall response rates in these groups is around 40%, while faculty staff usually has the lowest response rates.
The survey is structured on 18 dimensions, covering all areas of activity related to IT services:

- Client service
- General support
- Data storage services
- Research computing
- Network services
- Telecommunications
- Mobility
- Security
- How to best keep you informed
- Web services and collaboration tools
- Web services
- IT services overall
- IT services problem resolution follow up
- Stanford network follow up
- Mobile device access to stanford.edu follow up
- Stanford mobile device management service follow up
- IT services communications follow up
- Final questions

How satisfied are you with the following aspects of 5-HELP (phone) services:

	Very Dissatisfied1	Dissatisfied2	SomewhatDissatisfied3	SomewhatSatisfied4	Satisfied5	VerySatisfied6	N/ADon't Know
Timeliness of initial response to your inquiry	○	○	○	○	○	○	○
Ability to solve problem	○	○	○	○	○	○	○
Turnaround time for resolving your problem	○	○	○	○	○	○	○
Ability to get through to a person	○	○	○	○	○	○	○

How satisfied are you with the following aspects of HelpSU (online) services:

	Very Dissatisfied1	Dissatisfied2	SomewhatDissatisfied3	SomewhatSatisfied4	Satisfied5	VerySatisfied6	N/ADon't Know
Timeliness of initial response to your inquiry	○	○	○	○	○	○	○
Ability to solve problem	○	○	○	○	○	○	○
Turnaround time for resolving your problem	○	○	○	○	○	○	○
Ability to be routed to the correct service group	○	○	○	○	○	○	○

Positive aspects of the survey:

1. The introduction text contains some key elements for a successful survey:

- It explains the utility of the survey;
- It starts and ends with "Thank you";
- It outlines an immediate benefit for the potential respondent, as a $10 voucher for the Stanford Dining location is offered;
- Clear instructions on how to complete the survey;
- Highligths the time necessary to respond to the questions;
- It explains when the "N/A" and "Don't know" options should be used.

2. The survey uses a 7 point rating scale, where 1 stands for "Very dissatisfied", 6 for "Very satisfied" and 7 is the N/A Don't know option;

3. Questions are clear, they do not contain negative terms and do not induce certain responses to the respondents;

4. Both closed and open ended questions are used. The follow up dimensions and final questions use open ended questions;

5. There is an open ended question directly related to performance improvement, that can provide valuble insights: „What one thing could IT services do to make it easier for you to work or study?";

6. At the end of the survey there is a reminder that the survey needs to be submitted and that it will only take a few seconds.

Improvement recommendations that can be made are related to the survey's length, as there are more than 50 statements and 14 open ended questions. The survey may be broken down in four and sent as different surveys to each group of repondents.

SAU Quality Tools Engineering, Italy

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SAU manufactures industrial tools for dozens of clients all around the world. The company regards itself as being very flexible and reliable in meeting their commitments towards their clientele. In order to respond to their customers' needs, SAU has implemented an online customer satisfaction survey, through which they attempt to address issues and further improve their service offer. To this effect, the survey's results are very important.

Among the survey's positive aspects are the following:

- It has an introduction, which contains explanations regarding the importance of completing the survey and what the information will be used for;
- It is time effective, as it only has rating scale questions, with a text box for further remarks and criticism at the end;
- The questions follow a logical flow and are divided into clusters for a better visualization;
- At the end of the survey, customers are assured of the confidentiality of the information they provide.

Recommendations:

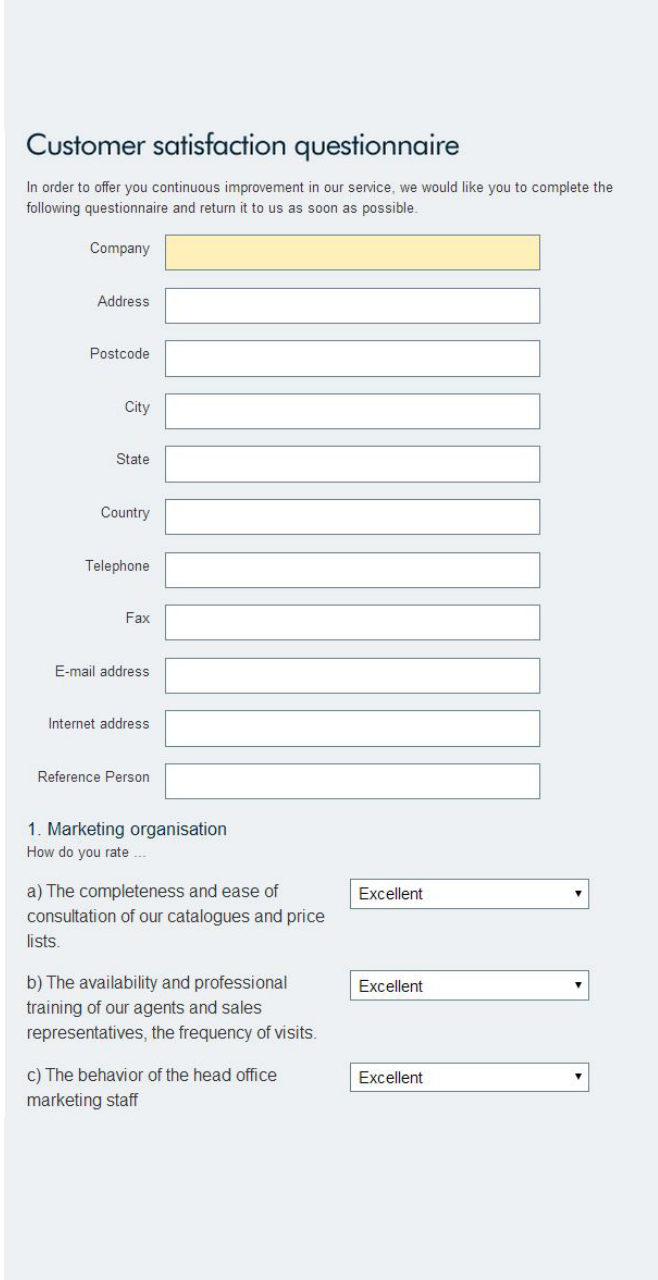
- Customers should be assured of the confidentiality of their information at the beginning of the survey, to encourage its completion.
- At the beginning of the survey, an estimated completion time and instructions on how to use the rating scale system should be presented.
- Rating scale questions should have an odd number (5 / 7) rating scale, for balance and easier interpretation; the one used here has a 6 point rating system.
- Also, open ended questions after each cluster would be more effective in extracting useful information from the customers, rather than one suggestions box at the end of the survey.

References:

- *SAU quality tools engineering (2014), Customer Satisfaction Questionnaire, available at: http://www.sautool.com/en/feedback/form*
- *Flagg R. (2013), Basics of survey and question design, available at: http://www.howto.gov/customer-experience/collecting-feedback/basics-of-survey-and-question-design*
- *University of Wisconsin Cooperative Extension (2002), When should I use open-ended questions?, available at: http://www.uwex.edu/ces/tobaccoeval/resources/surveyquestionstype.html*
- *SurveyMonkey Help Center (2014), Survey design best practices, available at: http://help.surveymonkey.com/articles/en_US/kb/Design-Tips-How-to-create-and-administer-effective-surveys*
- *National EMSC Data Analysis Resource Center (n.d.), Do's and don'ts of questionnaire design in survey research, available at: http://www.nedarc.org/media/pdf/survey_survey_design.pdf*
- *Powell, E. T. (2008), Wording for rating scales, available at: http://www.uwex.edu/ces/4h/evaluation/documents/Wordingforratingscales.pdf*

Image Source:

- *http://www.sautool.com/en/feedback/form*



Customer satisfaction questionnaire

In order to offer you continuous improvement in our service, we would like you to complete the following questionnaire and return it to us as soon as possible.

Company
Address
Postcode
City
State
Country
Telephone
Fax
E-mail address
Internet address
Reference Person

1. Marketing organisation
How do you rate ...

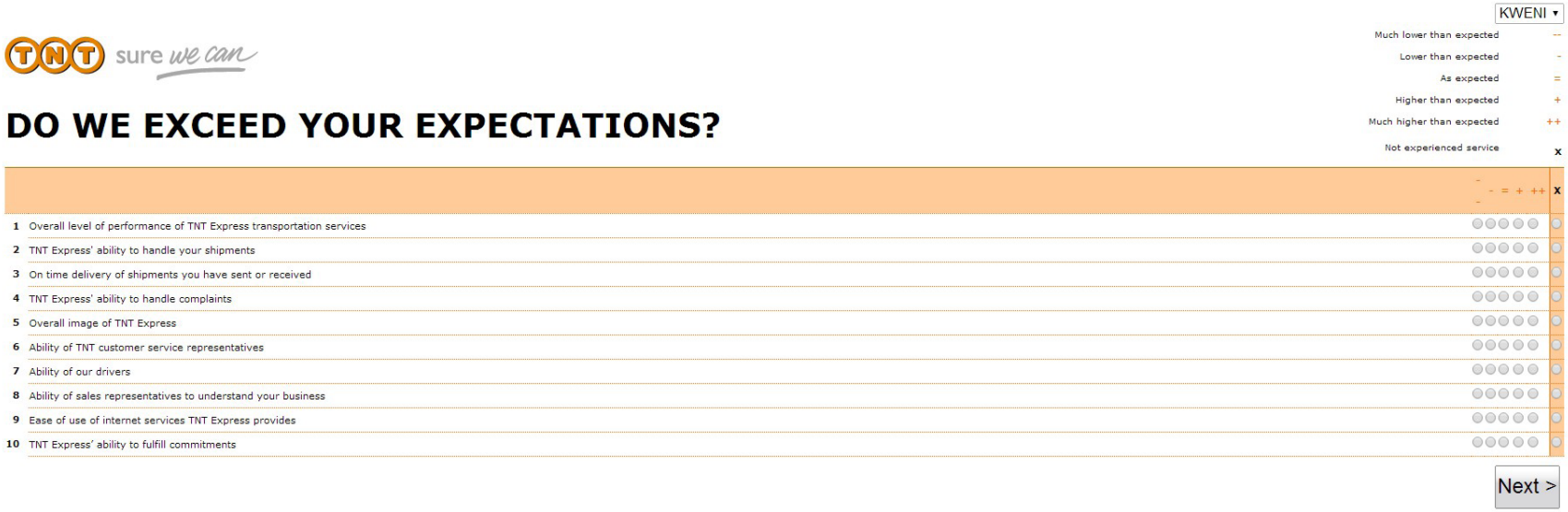
a) The completeness and ease of consultation of our catalogues and price lists. — Excellent

b) The availability and professional training of our agents and sales representatives, the frequency of visits. — Excellent

c) The behavior of the head office marketing staff — Excellent

TNT Express

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Thomas Nationwide Transport, or TNT Express is an international courier delivery services company with headquarters in Netherlands. The firm has fully owned operations in 63 countries and delivers documents, parcels and pieces of freight to over 200 countries. According to their official website, "TNT Express aims to be a trustworthy, values-based company with a reputation for integrity, transparency and compliance".

To this purpose, the company has implemented a TNT Express Integrity Programme, and has introduced the TNT Express Business Principles and related policies and procedures. An important component is assessing customer satisfaction with TNT's delivery services. To this end, TNT has implemented an online customer satisfaction survey.

Positive aspects of the presented survey:

- The survey is well adapted to the online environment, being short, time effective and easy to complete;
- In addition to the 11 close-ended questions, it also includes one open-ended question, where customers are asked to write suggestions for service improvements;
- For a higher accuracy, customers can also opt for "Not experienced service";
- The demographics are placed in the ending, which is a recommended practice, in order to ensure a higher response rate;
- In terms of design, the survey includes visual identity elements, such as the logo and the company's color theme;
- The answers match the questions very well, in terms of phrasing: "How likely…?/ Not at all likely / Extremely likely".

Recommendations:

- Although the Likert scale used for the first 10 questions is considered a good practice, as responses are well balanced, the variants are represented through different signs: –, -, =, +, ++, x. Even if explanations are offered, coding the answers in this manner could be confusing for customers;
- One of the questions contains a 10 points scale. Although explanations are offered (0 = Not at all likely, 5 = Neutral, 10 = Extremely likely), the small differences between the scale's points can be difficult to apprehend. Using a 5 points scale could be more useful in this context.

References:

- *Thomas Nationwide Transport (2014), Do we exceed your expectations?, available at: http://clm.tnt.com/iqportal.tnt.response/display/cc726da8/*
- *Thomas Nationwide Transport (2014), Business principles, available at: http://www.tnt.com/corporate/en/site/home/about_us/our_business.html*

Image Source:

- *http://clm.tnt.com/iqportal.tnt.response/display/cc726da8/*

California Environmental Protection Agency

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The California Environmental Protection Agency, Cal/EPA, is a state agency within the Californian government. It was created in 1991 and it is responsible for overseeing state environmental issues, such as environment protection programs, research, waste disposal, public health and increasing environmental quality, among other issues.

It is comprised of six departments: the California Air Resources Board, Department of Pesticide Regulation—DPR, California Department of Resources Recycling and Recovery, Department of Toxic Substances Control, the Office of Environmental Health Hazard Assessment and the State Water Resources Control Board.

The Cal/EPA has instituted and implemented a customer service survey, which is still active within the service's site, since March 2006. The Agency emphasizes the importance of customer feedback on the quality of the services they provide. To this end, continued use of this survey is a necessity, as a measure of improving % Customer satisfaction.

Positive aspects:

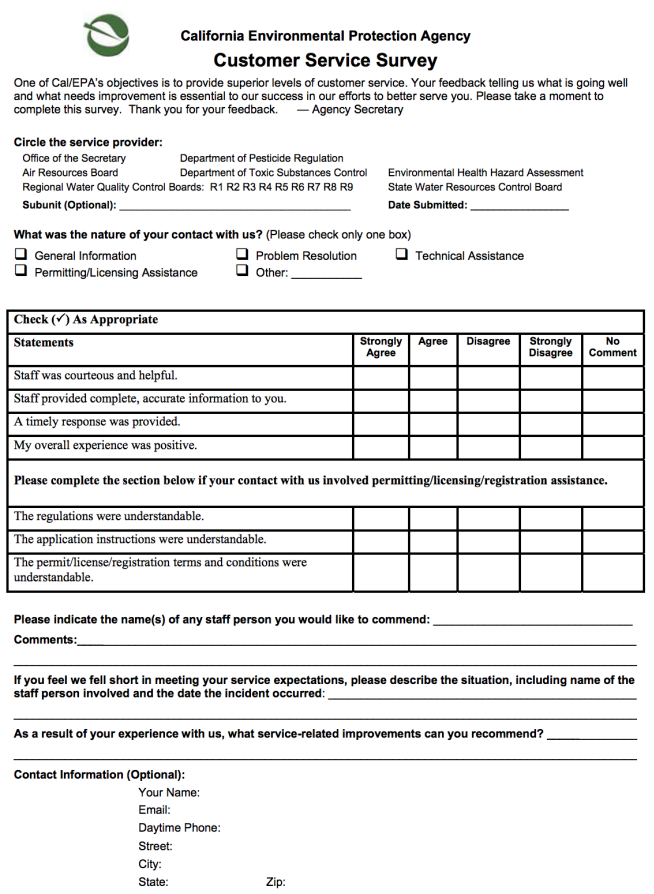
- At the beginning of the survey, the authors have provided a statement in which they emphasize their interest in the customer's experience;
- It uses closed as well as open-ended questions, allowing customers to express their opinions and give elaborate feedback. This is a recommended practice, as it is possible to grade provided services, as well as to screen for a more elaborate answer, without limiting the responder to a pre-categorized set;
- It is time effective, being concise and punctual;
- It screens for the agency's performance, as well as the staff's professional attitude. This allows the assessment of service performance, as well as the individual staff performance evaluation;
- It uses a 5 point Likert scale, for the close-ended questions. This is a general recommendation, in order to balance responses and observe variance;

Recommendations:

- A general recommendation is that a survey question should cover a broader number of categories, domains of assessment, in order to obtain a broader understanding of the customer's opinion. Ergo, a recommendation would regard elaborating the questions within each category, to obtain a more accurate, specific feedback.
- The questions addressed in the survey, although punctual, are general and vague. This, in turn, may introduce distortions in the respondents' interpretation of the question's content, which essentially affects the survey's overall reliability. Thus, disambiguating the questions' content would be recommended.
- Customer satisfaction can also be measured using # Net promoter score, based on a single question survey: How likely are you to recommend the company/ the product to other people? Indirect feedback into this matter can also be provided by monitoring KPIs like % Customer retention or # Complaints received.

References:

- *California Environmental Protection Agency (2014) About Cal/EPA, available at: http://www.calepa.ca.gov/About/*
- *California Environmental Protection Agency (2006) California Environmental Protection Agency Survey, available at: http://www.calepa.ca.gov/customer/CustForm.pdf*
- *California Environmental Protection Agency (2014) Cal/EPA Customer Service Survey, available at: http://www.calepa.ca.gov/customer/*



California Environmental Protection Agency

Customer Service Survey

One of Cal/EPA's objectives is to provide superior levels of customer service. Your feedback telling us what is going well and what needs improvement is essential to our success in our efforts to better serve you. Please take a moment to complete this survey. Thank you for your feedback. — Agency Secretary

Circle the service provider:

Office of the Secretary | Department of Pesticide Regulation
Air Resources Board | Department of Toxic Substances Control | Environmental Health Hazard Assessment
Regional Water Quality Control Boards: R1 R2 R3 R4 R5 R6 R7 R8 R9 | State Water Resources Control Board

Subunit (Optional): _____ **Date Submitted:** _____

What was the nature of your contact with us? (Please check only one box)

☐ General Information ☐ Problem Resolution ☐ Technical Assistance
☐ Permitting/Licensing Assistance ☐ Other: _____

Check (✓) As Appropriate

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	No Comment
Staff was courteous and helpful.					
Staff provided complete, accurate information to you.					
A timely response was provided.					
My overall experience was positive.					
Please complete the section below if your contact with us involved permitting/licensing/registration assistance.					
The regulations were understandable.					
The application instructions were understandable.					
The permit/license/registration terms and conditions were understandable.					

Please indicate the name(s) of any staff person you would like to commend: _____

Comments: _____

If you feel we fell short in meeting your service expectations, please describe the situation, including name of the staff person involved and the date the incident occurred: _____

As a result of your experience with us, what service-related improvements can you recommend? _____

Contact Information (Optional):

Your Name:
Email:
Daytime Phone:
Street:
City:
State: Zip:

Image source:

- *http://www.calepa.ca.gov/customer/CustForm.pdf*

Abu Dhabi Airport

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Over time, Abu Dhabi Airports became well known for its operational excellence, as well as marketing, training and corporate responsibility initiatives. In 2013, the company conducted a Customer Satisfaction Survey in order to identify both strengths and weaknesses of the transportation services offered.

Positive aspects:

- It is very time effective as it only has close-ended questions and one category of additional information and feedback;
- In terms of look and feel, the survey has an attractive design and it uses the company's colors (white and blue) for visual identity, creating a lasting image in the customers' minds.
- A large space for additional comments is a plus as it offers the chance to comment on other aspects that may not be included in the survey, but can be valuable for the company.

Recommendations:

- Although it is short, an estimated time of completion should be mentioned at the beginning of the survey, as well as information about the feedback's importance for the company;
- The close-ended questions should have a 5 level rating scale – an odd number is recommended for better balance;
- The questionnaire should be specific in asking each question: including multiple services in the same question should be avoided, as they are confusing and they don't offer relevant feedback. In this case, for Check-in Facilities and Services, for example, the items could be individually assessed (security, passport control, queue time).



Passenger Information

Airline: | Date: Time:

Flight No: (optional) | Arriving / Departing / Transfer (please circle as appropriate)

Compliment Suggestion Enquiry Complaint Comment

Would you like a response: Yes No | If yes, please complete following details:

Name: | Address:

Tel: | City:

Email: | Country:

Airport Ratings

Please tick appropriate box:

Check-in Facilities & Services (incl. security / passport control / queue time) — Excellent Good Average Poor

Arrival Facilities & Services (incl. security / passport control / queue time) — Excellent Good Average Poor

Airport Cleanliness — Excellent Good Average Poor

Friendliness of Airport Staff — Excellent Good Average Poor

Shopping Facilities — Excellent Good Average Poor

Food & Beverages — Excellent Good Average Poor

Leisure & Relaxation Facilities — Excellent Good Average Poor

Customer Service — Excellent Good Average Poor

Parking Facilities - Skypark — Excellent Good Average Poor

References:

- *Abu Dhabi Airports Company (2013), Customer satisfaction survey.*
- *Flagg R. (2013), Basics of survey and question design, HowTo.gov, available at: http://www.howto.gov/customer-experience/collecting-feedback/basics-of-survey-and-question-design#open-ended*
- *National EMSC Data Analysis Resource Center (n.d.), Do's and don'ts of questionnaire design in survey research, available at: http://www.nedarc.org/media/pdf/survey_survey_design.pdf*
- *Powell, E. T. (2008), Wording for rating scales, available at: http://www.uwex.edu/ces/4h/evaluation/documents/Wordingforratingscales.pdf*

Qatar Airways

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Founded in 1993, Qatar Airways, the state-owned flag carrier of Qatar, operates a hub-and-spoke network and links more than 100 international destinations, using over 100 aircrafts, having more than 20,000 staff, with 14,000 people employed directly and 6,000 in its subsidiaries. Named Airline of the Year in 2011 and 2012 at the Skytrax World Airline Awards, it operates services across Africa, Central Asia, Europe, Far East, South Asia, Middle East, North America, South America and Oceania.

Like any other big airline company, it values the opinion of its clients. Therefore, in order to receive the clients' feedback, Qatar Airways has set in place a customer satisfaction surveys.

Cover, back cover and interior

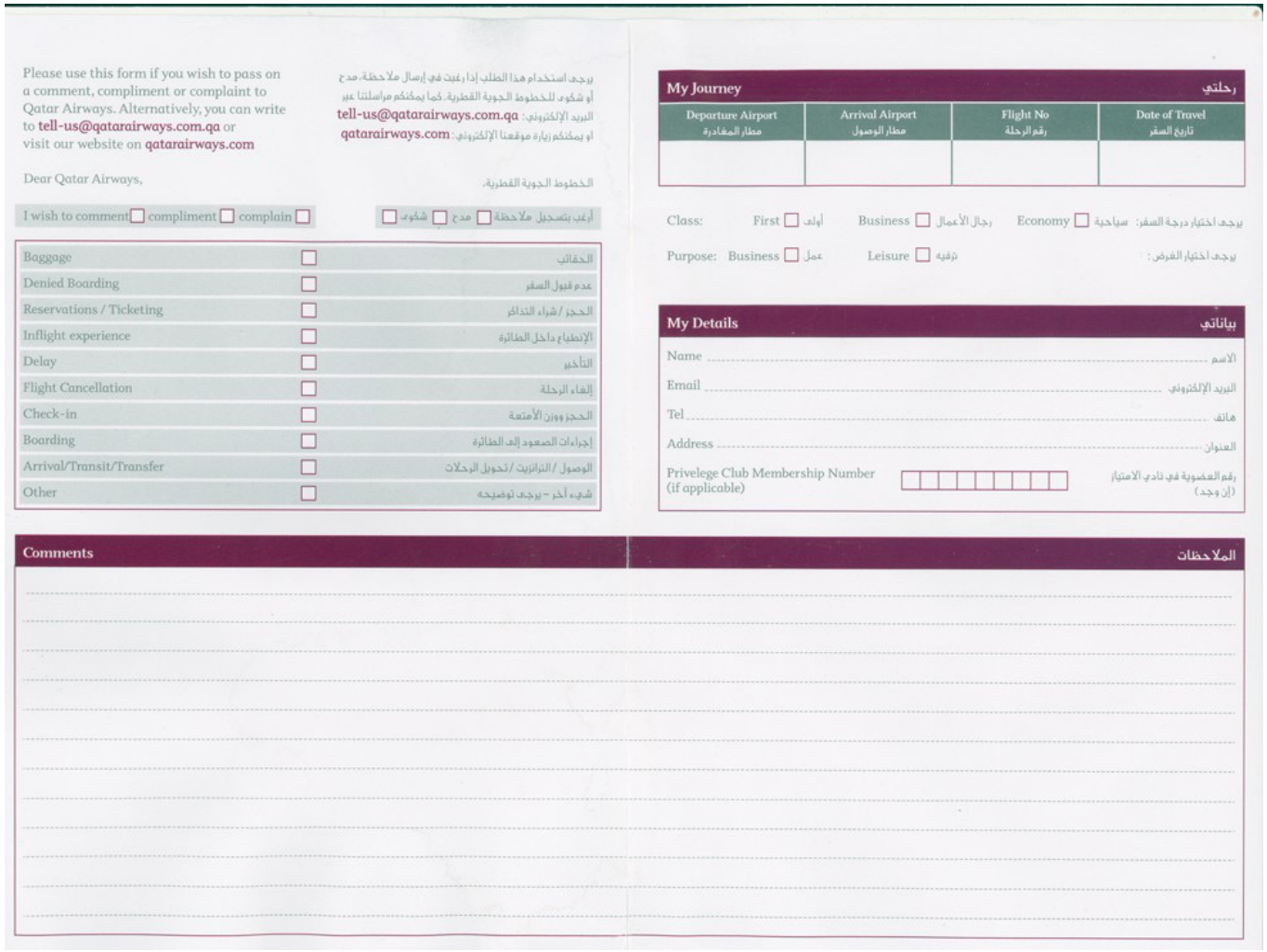
The format is interesting and innovative: an A4 page folded in two, thus turning into an A5 format, resembling a notebook. The first page, the cover, has a title and a subtitle: Tell Us – Your comments are invaluable.

On the next page there is the questionnaire itself. It has a leading paragraph, in which customers are asked very politely to use this form if you "wish to pass on a comment, compliment or complaint" to Qatar Airways. It is important to mention the fact that both English and Arabic are used.

The services included are:

- Baggage
- Denied boarding
- Reservations
- Flight experience
- Delay
- Check-in
- Boarding
- Arrival/Transit/Transfer
- Other

On the other page, customers are required to mention thejourney details: departure airport, arrival airport, the number of the flight, the class (first, business, economy) and the purpose of the travel (business or leisure).
Afterwards, contact details (name, email, telephone and address) are required.



Please use this form if you wish to pass on a comment, compliment or complaint to Qatar Airways. Alternatively, you can write to tell-us@qatarairways.com.qa or visit our website on qatarairways.com

يرجى استخدام هذا الطلب إذا رغبت في إرسال ملاحظة، مدح أو شكوى للخطوط الجوية القطرية. كما يمكنكم مراسلتنا عبر البريد الإلكتروني: tell-us@qatarairways.com.qa أو يمكنكم زيارة موقعنا الإلكتروني: qatarairways.com

Dear Qatar Airways,

الخطوط الجوية القطرية،

I wish to comment ☐ compliment ☐ complain ☐

أرغب بتسجيل ملاحظة ☐ مدح ☐ شكوى ☐

Baggage ☐	الحقائب
Denied Boarding ☐	عدم قبول السفر
Reservations / Ticketing ☐	الحجز / شراء التذاكر
Inflight experience ☐	الإنطباع داخل الطائرة
Delay ☐	التأخير
Flight Cancellation ☐	إلغاء الرحلة
Check-in ☐	الحجز ووزن الأمتعة
Boarding ☐	إجراءات الصعود إلى الطائرة
Arrival/Transit/Transfer ☐	الوصول / الترانزيت / تحويل الرحلات
Other ☐	شيء آخر – يرجى توضيحه

My Journey رحلتي

Departure Airport مطار المغادرة	Arrival Airport مطار الوصول	Flight No رقم الرحلة	Date of Travel تاريخ السفر

Class: First ☐ أولى Business ☐ رجال الأعمال Economy ☐ سياحية يرجى اختيار درجة السفر:

Purpose: Business ☐ عمل Leisure ☐ ترفيه يرجى اختيار الغرض:

My Details بياناتي

Name ..... الاسم

Email ..... البريد الإلكتروني

Tel ..... هاتف

Address ..... العنوان

Privelege Club Membership Number (if applicable) ☐☐☐☐☐☐☐☐ رقم العضوية في نادي الامتياز (إن وجد)

Comments الملاحظات

Positive aspects:

- By making the questionnaire seem like a letter, a personal touch has been given to it. Thus, the customers feel more appreciated and even more valuable from the start. It is, in one word, classy.
- Not many personal information is required.
- As a disadvantage, there is no established rating scale, so the survey's results should be difficult to centralize and interpret.

Metro rail

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In a report on metro rail customer satisfaction survey available on media.metro.net, we find one of the most common methods of data visualization, one that implies showing results in percentages, using a simple writing format, with no graphs and no tables.

The survey results are available for the public in the spring of 2010 and the reference year for analyzing the trend is 2009. The survey contains 29 questions. The variety of the questions consists in their format, as well as in the nature of information required: firstly, the first 6 questions are most probably created as check-box questions, questions from 7 to 21 are Yes/No questions and questions from 22 to 29 are multiple choice questions. The information is provided in an easy-to-view mode; using percentages is a clear method of displaying the ratio between different choices that people make (in this case, in regards to the means of transportation).

As far as data visualization is concerned, the report uses three colors: black for the questions, red for the answers received and blue for indicating the trend. This particular use of color allows the viewer to get a clear picture of the survey results from the very beginning and also serves as an aid in browsing quickly through the report. However, the way the information is displayed is not quite practical: for instance, questions from 22 to 29 seem crowded, there is no noticeable delimitation space between questions and answers and there is also no apparent discipline in the arrangement of answers. This categorizes as a drawback in the structure of the survey and should be taken into consideration for improvement.

It would be useful, for a thorough analysis of the report, to have access to the information regarding the time and place where the survey was taken and also, to know under what conditions it was completed. For example, if the people using metro rail were asked to answer the questions while on the metro, this may not be completely accurate in terms of data provided. There are a lot of factors that may influence the answers that people give on the metro. Also, the report does not provide clarity in what concerns the particular buses used by people: the usage of "THIS" in questions is not very clear, we do not know if it refers to a particular bus (in this case, the person answering the question should provide a number of a bus and the report should categorize the answers according to the separate buses mentioned). It is advisable to mention all these aspects in order to avoid confusion.

An efficient method of making the survey public would be posting it on the official webpage of the metro rail and also displaying it inside the buses so that people are aware of the fact that the metro rail offers the opportunity to its customers to express their feelings regarding the quality of the services provided by the company. Also, this may contribute to the quality of answers, in the sense that the length of the survey is not very practical: the survey comprises 29 questions that require detailed information. Having to fill in an almost 30-question questionnaire may not be as appealing to people, who may give fast answers that they haven't really thought through, due to a possible lack of time. Which is why making the survey available on the official website of the company and making it as noticeable as possible inside the buses, with clear indications on where it is available for completion may prove to be far more productive than just asking people to answer it on the bus.

In what concerns customer satisfaction surveys, the best way to get a bigger number of responses and the most accurate and objective ones, it is advisable to focus on key points and structure the questionnaire in a time-consuming – free activity. No one wants to spend a lot of time in answering such questionnaires, and most people refuse to do it just because of the length of them. Data visualization is primordial in the production of a report that provides information that concerns the majority of people, therefore people in charge of such reports should not neglect it.

Metro

Spring 2010: Metro Rail Customer Satisfaction Survey Results

	Agree			Disagree			Mean	Trend
1. Generally speaking, I am satisfied with Metro bus service	52%	41%	(93%)	3%	4%	(7%)	1.59	↑ from 2009
2. **THIS** train is generally on time (within 5 minutes)	61%	34%	(95%)	3%	2%	(5%)	1.47	↑ from 2009
3. **THIS** train's schedule meets my needs	58%	32%	(90%)	7%	3%	(10%)	1.54	↑ from 2008
4. I feel safe riding **THIS** bus	47%	40%	(87%)	10%	3%	(13%)	1.69	↓ from 2008
5. The Ticket Vending Machines are easy to use	55%	37%	(92%)	5%	3%	(8%)	1.55	↓ from 2009
6. **THIS** train has adequate emergency information	46%	42%	(88%)	9%	3%	(12%)	1.68	↑ from 2009

	Yes	No	Trend
7. Is Metro rail service better now than last year?	83%	17%	↑ from 2009
8. Do you normally have a seat for **THIS** trip?	80%	20%	↑ from 2009
9. Were you asked to show proof of fare payment last month?	64%	36%	↓ from 2009
10. Has **THIS** train broken down in the last month?	22%	78%	↓ from 2009
11. Do you have a working cell phone with you on **THIS** bus?	46%	54%	↓ from 2009
a. If yes, can you browse the Internet (i.e. a smart phone)?	35%	65%	↓ from 2009
12. Will you take a Metro bus to complete **THIS** one-way trip?	64%	36%	N/A
13. Do you use Metro Bus/Rail primarily to commute to/from work?	86%	14%	↑ from 2009
14. Do you have a car available to make **THIS** trip?	38%	62%	↓ from 2009
15. Is public transit your only means of transportation?	60%	40%	N/A
16. Is it easy to find and purchase Metro passes?	84%	16%	=
17. Did you use a TAP card for **THIS** trip?	51%	49%	↓ from 2009
18. Do you prefer using the TAP card over paper passes?	68%	32%	↑ from 2009
19. Do you think Day Passes should be available on buses?	95%	5%	N/A
20. Do you have to transfer to complete **THIS** one-way trip?	65%	35%	↑ from 2009
a. If yes, do connecting buses/trains come within 15 minutes?	70%	30%	↓ from 2009
21. Are your household's annual earnings more than $26,000?	44%	56%	↓ from 2009

22. Which service have you used to plan a transit trip in the last 6 months?
None: 25% Metro.net: 47% Google Transit: 7% 1-800-COMMUTE: 14%
Printed Timetables: 4% Other: 3%

23. What fare did you use on the **First Metro bus/train** of this one way trip? **(CHECK ONLY ONE)**
Day Pass: 27% Reg. Weekly Pass: 11% K-12 Student Pass: 5%
Token: 4% EZ Transit Pass: 4% Trans. From Muni: <1%
One-Way Cash: 16% Senior/Disabled Pass: 4% Trans. From Metrolink.: 3%
Reg. Month Pass: 24% College Student Pass: 2%

24. How many days a week do you usually ride Metro?
5+ Days: 66% 3-4 Days: 23% 1-2 Days: 6% <1 Day: 3% First Time: 2%

25. How many years have you been riding Metro?
Less than one: 19% 1-2 Years: 22% 3-4 Years: 19% 5+ Years: 40%

26. What statement best describes your transit use?
Take same trip on transit: 41% Take about 3 different trips on transit: 22%
Take transit to go everywhere: 37%

27. You are: Latino: 49% Black: 19% White: 16%
Asian/Pac. Is.: 11% Amer. Indian: 1% Other: 4%

28. You are: Male: 55% Female: 45%

29. What is your age? Younger than 18: 6% 18-22: 26% 23-49: 51%
50-64: 15% 65 or older: 2%

Total Number of Rail Surveys: 602

Total Number of English Language Surveys: 465 (77%)
Total Number of Spanish Language Surveys: 137 (23%)

References:

- *Media.metro.net (2010), Annual survey results: Spring 2010 – Metro rail customer satisfaction survey results, available at: http://media.metro.net/projects_studies/research/images/annual_survey_results/rail_results_s10.pdf*

Public Transport – New South Wales Government

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The New South Wales (NSW) Government in Australia has developed a long term strategy – the NSW 2021 Plan, in which the management of public transport is centered on the customers' needs. In order to provide the best services and evaluate the outcomes of the decisions made, every year The Customer Satisfaction Index reveals the degree to which citizens are content with the quality of public transport.

The survey used by the NSW Government was developed based on a preview Customer Value Proposition research that outlined what drives customer satisfaction levels. This data provided essential input regarding the questions that citizens should be asked. The measurement scale used was a seven-point scale:

The Customer Satisfaction Index 2013 questioned over 35,000 customers across five transport modes: train, bus, ferry, light rail and taxi.

To ensure high relevancy of the survey's results, respondents were selected to participate in the survey while traveling on a typical day of the week, not during a public holiday or other special events. All users of the NSW's train, bus, ferry, light rail network and taxi (if they travelled in the last 6 months) – including local residents, interstate customers and overseas visitors – were considered eligible for the survey. However, children under 17 years old were not interviewed. To be able to provide an overall satisfaction score, survey results were weighted for each line, region or route.

The survey's questions were clustered in 9 categories that reflect essential influential aspects of customer satisfaction in public transport:

- Timeliness
- Safety and security
- Ticketing
- Comfort
- Accessibility
- Cleanliness
- Information
- Customer service
- Convenience

The following example present the results for % Customer satisfaction with bus transportation. All questions/ statements are the same regardless of the means of transportation analyzed.

Positive aspects:

- It was developed based on research data to point out what matters for the citizens. The relevancy of the survey's results is highly dependent on what respondents are asked;
- It is time effective, as citizens only have to answer at closed-ended questions;
- The statements / questions used are short and clear;
- For each of the 9 important elements for customer satisfaction, NSW Government has established initiatives in order to increase the satisfaction level;
- The disclosure of results presents the methodology used, the results from the previous survey and comments regarding the present evolution of customers' satisfaction.

Recommendations:

- An open ended question for each survey may provide valuable input regarding the improvements desired by citizens. However, it should be taken into consideration that for this type of question, more effort is required to analyze the answers;
- An overall score of satisfaction could be calculated for all means of transportation analyzed.
- The methodology used by NSW Government to measure the satisfaction of public transport users can be considered a good practice, being relevant to illustrate the perceived quality of this public service. Based on the survey's results, efforts can be directed in the areas that provide most value for citizens.

References:

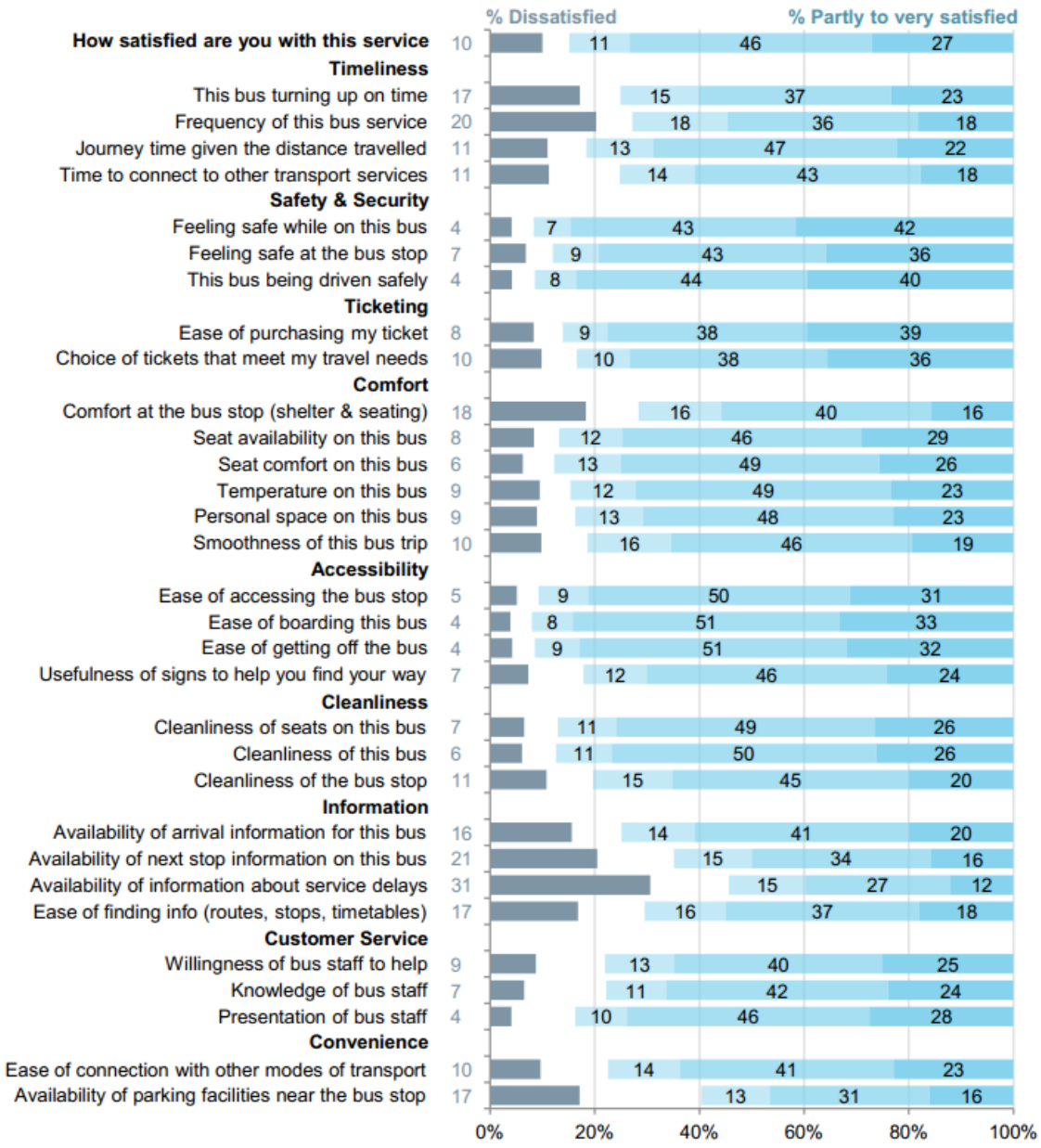
- *NSW Government (2013), Customer Satisfaction Index 2013, available at: http://www.transport.nsw.gov.au/sites/default/files/b2b/publications/customer-satisfaction-index-2013.pdf*
- *The KPI Institute (2013), KPIs examples, available at: http://www.smartkpis.com/kpi-key-performance-indicator/customer-satisfaction-with-new-products-and-services-108.html*

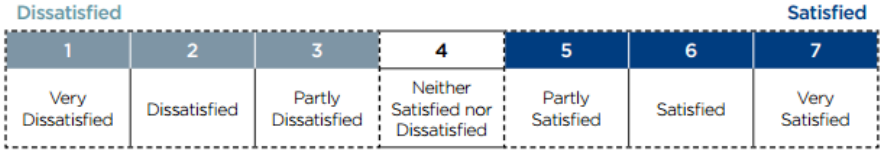
Image source:

- *http://www.transport.nsw.gov.au/sites/default/files/b2b/publications/customer-satisfaction-index-2013.pdf*

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Pennsylvania Department of Health, USA

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The Pensylvania Department of Health (PDH) promotes healthy lifestyles to prevent injuries and diseases and ensures quality health care for all Commonwealth citizens. The following survey was implemented by PDH to analyse the customer satisfaction.

Positive aspects:

- The language used is familiar to participants, without the inclusion of specialized medical terms;
- The survey is short and simple enough to deliver a high response rate and honest answers;
- As Rachel Flagg recommands, the survey uses a consistent rating scale;
- In the beginning, the questionnaire provides some instructions, in presenting the two main parts of the survey (Importance to you and Our performance).

Recommendations:

- The survey doesn't provide any information regarding the estimated time for completion.
- It is recommended for surveys to clearely state the confidentiality and anonimity policies from the beginning.

References:

- *Pennsylvania Department of Health (n.d.), Customer satisfaction survey, available at: http://www.dsf.health.state.pa.us/health/lib/health/stat_news/Customer_Satisfaction_Survey.pdf*
- *Massachusetts Institute of Technology, Office of the Provost (2011), Survey guidelines, available at: http://web.mit.edu/surveys/survey-guidelines.pdf*
- *Flagg R., (2013), Basics of survey and question design, available at: http://www.howto.gov/customer-experience/collecting-feedback/basics-of-survey-and-question-design#question-design*
- *National EMSC Data Analysis Resource Center (n.d.), Do's and don'ts of questionnaire design in survey research, available at: http://www.nedarc.org/media/pdf/survey_survey_design.pdf*

Customer Satisfaction Survey **Pennsylvania Department of Health** HD01363S

Organization or location providing the service or information: _____

Service or information provided (optional): _____

Date(s) of service (optional): _____

Each statement below represents a factor that you may consider important to the service or information that we provided. For each statement, please rank how important that factor is to you, and then rank our performance against it.

In the **first** column below, please rank the **IMPORTANCE TO YOU** – circle one number for each factor, with 1 meaning "not at all important" and 5 meaning "very important."

In the **second** column below, please rank **OUR PERFORMANCE** – circle one number for each factor, with 1 meaning "very poor" and 5 meaning "excellent."

Statements:	IMPORTANCE TO YOU					OUR PERFORMANCE				
	Not at all Important				Very Important	Poor				Excellent
Has experienced, professional staff	1	2	3	4	5	1	2	3	4	5
Responds promptly to requests	1	2	3	4	5	1	2	3	4	5
Takes the time to understand your question or problem	1	2	3	4	5	1	2	3	4	5
Efficiently acts upon your request	1	2	3	4	5	1	2	3	4	5
Meets the need or expectation for the type of service rendered or information given	1	2	3	4	5	1	2	3	4	5

Grand Hyatt

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Besides offering accommodation, the largest and most important hotels today also include "Meetings & Events" in their offer. As events have become a substantial source of income for the large hotel chains, the customers' feedback is very important. One of the hotel chains that values its clients' opinion when organizing different events is Grand Hyatt. It has put in place different surveys for the services offered, and the "Events" category makes no exception.

Positive aspects:

- It offers a "definition of scores" which helps clients rate more accurately the services offered to them on a five points scale;
- The questions are divided into clear clusters, which offer a better focus on the key service areas and ease the completion;
- The questionnaire covers a variety of aspects, from the most general, such as group accommodation (rooms, food and beverage), to the very specific, such as handling clients' inquiries, the coordination of the event, personnel accessibility and responsiveness.
- Clients are asked whether they plan to organize other events at the Hyatt hotels. Requesting precise information, such as time and location for further events may prove to be useful when it comes to keeping in touch with possible future clients.

Recommendations:

- In terms of look and feel, a more attractive layout is recommended.
- It only contains one open-ended questions, at the ending. Adding more questions of this type might encourage clients to express more detailed and useful opinions regarding the interest areas submitted for evaluation.

GRAND | HYATT

Event Questionnaire

Client name :
Organization :
Event name :
Event date :

Definition of scores		
	Exceeded Expectations	4-5 points
	Met Expectations	3 points
	Below Expectations	1-2 points

How would you rate us in the following areas?

Handling of your Inquiry:		Exceeded expectations				Below expectations
1.	Catering Sales Personnel:					
1.1	Understanding your needs	5	4	3	2	1
1.2	Service attitude / Professionalism	5	4	3	2	1
1.3	Product knowledge	5	4	3	2	1
1.4	Response time to inquiries	5	4	3	2	1
1.5	Flexibility	5	4	3	2	1
1.6	Efficiency in issuing the event proposal	5	4	3	2	1
1.7	The quality and the content of the event proposal	5	4	3	2	1

References:

- Pennsylvania Department of Health (n.d.), Customer satisfaction survey, available at: http://www.dsf.health.state.pa.us/health/lib/health/stat_news/Customer_Satisfaction_Survey.pdf
- Massachusetts Institute of Technology, Office of the Provost (2011), Survey guidelines, available at: http://web.mit.edu/surveys/survey-guidelines.pdf

Amsterdam Schiphol Hilton Hotel

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As any other service provider, the Hilton Amsterdam Airport Schiphol hotel is interested in the opinion of their customers. In this respect, they have created a customer satisfaction questionnaire aimed to reveal the strong and weak points of the services provided.

The message of the general manager, Ronald A. van Weezel, displayed on the first page (1 of 4) is reassuring the customers who take a few minutes of their time to complete the questionnaire that the feedback they give is guaranteed to be carefully read and dealt with by the general manager himself.
The questionnaire includes 12 items that require the opinion of the hotel's guests. All 12 are check-box questions, with a possibility to provide comments for each and every one. The rating scale is the following:

- Excellent
- Good
- Satisfactory
- Insufficient
- Below standard

Under the five qualifications, an open-ended question is available. Here's an example:

Look and feel

The simple display of the questions along with the time needed for completion (1-2 minutes for putting 'x's into the boxes, 6-7 minutes for placing comments under each question) is generally thought of as practical and appealing to people in the sense that many of them may not be willing to spend a lot of time on filling in such surveys. As we have seen in the previous posts on customer satisfaction surveys, time of completion is very important in getting people to do it.
The twelfth and last question of the survey is a Yes/No question and enquires whether the guest is considering choosing the Hilton Hotel if returning to the area. The comments are requested only if the answer is No.

The survey is extended onto three pages, with four questions per page. This may also be categorized as a strong point of the questionnaire, as it avoids crowding information and eases the action of filling in. The information requested regards items like cleanliness of the room, service on arrival, check-in and check-out as well as services during stay like telephone service, laundry or porter and even the frequency of the hotel shuttle bus.

- Service on arrival and check-in. was it prompt and courteous?
- Individual employees. How well did we respond to your needs?
- Temperature, lightning, plumbing. Were you comfortable?
- Hotel shuttle bus. Was it on time? Did it run frequently enough?
- Telephone services. Were you messages handled efficiently?

These are some of the items that request qualifications and comments. To view the complete survey, please view the link provided under the References section (authors: Horner and Swarbrooke).

Useful KPIs

By looking at the questions above, we may easily provide a list of KPIs that can help monitoring the performance of the staff of the hotel and the efficiency and quality of the services provided:

- % Positive feedback from guests
- % Customers satisfied with the time to be served
- % Satisfaction with food quality
- % Perceived hotel cleanliness
- % Rooms with maintenance problems

Such customer satisfaction surveys have proven to be an indispensable tool in the industry. Performance management systems are based on these surveys as they are the direct link to paying customers which have experienced the services and can provide simple and useful feedback.

Recommendations:

There are no specific points that require feedback, such as food quality, waiter availability, cleanliness, on-time delivery of orders; in a few words, items that can be measured. Instead, the question is formulated as following:
This form of inquiry only targets the overall experience at the hotel's restaurants and bar, which may cause confusion when filling-in. For example, if the guest chooses "insufficient" for the EastWest restaurant, it is clear that something must be done in order to fix the problems that caused that answer. And since there is no specific item to point at, the question is useless. In fortunate cases, the guest takes time to put under the comments section the aspect that did not meet his/her expectancies. But these are rare cases and in order to get the most relevant answers, the most relevant and specific questions must be asked.
Overall, the questionnaire needs adjustments so that the feedback given is indeed useful.

References:

- *Horner, S. and Swarbrooke, J. (2012), Business travel and tourism, Routledge, available at: http://books.google.ro/books?id=xY3Z6ChZ1uIC&printsec=frontcover&dq=Business+Travel+and+Tourism&hl=en&sa=X&ei=8yMbUpD9D-GK4ATOtICoDA&ved=0CC4Q6AEwAA#v=onepage&q=Business%20Travel%20and%20Tourism&f=false*

Image source:

- *https://twitter.com/HiltonSchiphol*

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Hilton
Amsterdam Airport Schiphol

GUEST QUESTIONNAIRE

Dear Guest,

We are delighted to have you with us and hope you are pleased with our facilities and services. It is our aim to create and maintain a courteous and friendly atmosphere for you to enjoy, recognizable as typically Hilton.

We are always looking for guest feedback and would appreciate if you could take some time to fill in this questionnaire. Whether you leave the completed questionnaire at the front desk or mail it back to us, I can assure you that it will receive my personal attention and follow-up.

Thank you for your kind assistance.

Ronald A. van Weezel
General Manager

Restaurants and Bar, please specify:

EastWest

excellent ☐
good ☐
satisfactory ☐
insufficient ☐
below standard ☐

Teppanyaki Table

excellent ☐
good ☐
satisfactory ☐
insufficient ☐
below standard ☐

your comments:

_____

_____

The Greenhouse

excellent ☐
good ☐
satisfactory ☐
insufficient ☐
below standard ☐

Stop over bar

excellent ☐
good ☐
satisfactory ☐
insufficient ☐
below standard ☐

your comments:

_____

_____

Individual employees. How well did we respond to your needs?

excellent ☐
good ☐
satisfactory ☐
insufficient ☐
below standard ☐

your comments:

_____

_____

Wora Bura Hua Hin Resort and Spa

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The following customer satisfaction survey was put in place by Wora Bura Hua Hin Resort and Spa, a complex located in the golf of Siam. The questionnaire has two pages and it's divided in three main parts: introduction, part one and part two.

The first part of the questionnaire contains the demographics. The second part is divided in six sections:

- Front desk
- Housekeeping
- The Wora Spa
- Recreation
- Food and beverage
- Overall satisfaction

Positive aspect: Dividing the questionnaire in two main sections and then the second section in six subcategories makes it easier for the customer to process the information and to provide feedback.

Recommendations:

- The layout: It is too common, too basic, it has nothing to catch your eye. There is nothing from the world they want so much to re-create.
- Not time-efficient: Second, it is too long. Customers don't want to spend much time filling in a questionnaire. Even though it's checkbox-based, it is still time consuming because there are so many aspects to take into account. And there is no open question to allow the customers express their own thoughts.
- English Level: Not proficient at all. For such a resort, offering a questionnaire in good English should be one of the main priorities.
- To conclude, the questionnaire represents a good starting point, but there is still room for improvements both in terms of layout and content.

Dear Honoured Guest

Welcome to Wora Bura Hua Hin Resort and Spa. We are appreciated that you have chosen our place for spending your valuable vacation.

Please kindly complete this questionnaire for the heghest level of service and facilities or needs closer attention and anything which could be improved. After completion,please return to front desk.

Please rate your answers by the value from **excellent,good,fair,poor** or **not use.**

Use the values in your opinion.

Keyword

GRO : Guest Relation Officer. F&B : Food and Beverage.The Wora Spa is name of spa.

SATISFACTION PART 1

Please complete identity in following categories. Use the values in your opinion.

1.1 Sex	1 ☐ Male	2 ☐ Female
1.2 Age	1 ☐ Under 30 years	2 ☐ 31 - 40 years
	3 ☐ 41 - 50 years	4 ☐ 51 years and over
1.3 Nationality	1 ☐ Thai	2 ☐ Asian
	3 ☐ Scandinavian	4 ☐ European
	5 ☐ Germany	6 ☐ Others
1.4 Purpose of Travel	1 ☐ Tourist	2 ☐ Business
	3 ☐ Visiting Friends/Relatives	
	4 ☐ Others	

มหาวิทยาลัยศิลปากร สงขลานครินทร์

References:

- *Chairit, A. (n.d.), A study of customers satisfaction on hotel services of Wora Bura Hua Hin Resort and Spa, available at: http://www.thapra.lib.su.ac.th/objects/thesis/fulltext/snamcn/Ajchara_Chairit/fulltext.pdf*

Image source:

- *http://www.asiatravel.com/en-us/hotels/thailand/hua_hin/wora_bura_resort_spa/index.html*

Torfaen County Borough

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The following training evaluation form was implemented at Torfaen County Borough and it aims at assessing participants' satisfaction with the courses offered. The training courses were delivered to schools Governors in the county.

Positive aspects:

- It contains both closed and open-ended questions; this ensures a time effective completion and an extensive feedback;
- For the closed-ended questions, the scale is of 5 levels, practice recommended in the article Basics of Survey and Question Design written by Rachel Flagg;
- It covers a wide range of aspects, from venue to course objectives met and overall experience;
- Participants are asked to outline any questions they still have about the topics discussed and they are offered support in the following months; such a follow up process expresses a real interest for participants progress and skills improvement.

Recommendations:

- For the closed-ended questions, it is recommended to label the points in the scale, in order to obtain more precise answers;
- Grouping similar questions together would ease evaluation form completion and would assure a better visualization of the items covered.

TORFAEN COUNTY BOROUGH / BWRDEISTREF SIROL TORFAEN

GOVERNOR TRAINING & DEVELOPMENT SERVICE

COURSE EVALUATION

Please take a few minutes to fill in this form. It is important. Your feedback, whether it be praise or constructive criticism, will help us to ensure that the courses we offer are interesting, informative and what you what to be hearing about. All comments will be considered and treated as confidential.

Course Title:

Date:

For each statement circle the number which best reflects your views on a scale of 1 to 5.

		Agree				Disagree
1	The session met the ojectives in the course outline	1	2	3	4	5
2	I now have a clearer understanding of the role of a school Governor	1	2	3	4	5
3	The course met my expectations	1	2	3	4	5
4	The course will be of value to me in my role as a governor	1	2	3	4	5
5	The information was given in a clear and precise manner	1	2	3	4	5
6	The venue was satisfactory	1	2	3	4	5
7	Questions that were raised were answered satisfactorily	1	2	3	4	5
8	The day and time of the course were satisfactory	1	2	3	4	5
9	The overall experience was helpful and informative	1	2	3	4	5
10	I shall encourage other governors to attend training sessions	1	2	3	4	5
11	Please outline here any questions you still have on the topic:					

References:

- *Flagg R. (2013), Basics of survey and question design, available at: http://www.howto.gov/customer-experience/collecting-feedback/basics-of-survey-and-question-design*
- *Taylor-Powell, E. (2008), Wording for rating scales, University of Wisconsin, available at: http://www.uwex.edu/ces/4h/evaluation/documents/Wordingforratingscales.pdf*
- *Torfaen County Borough (n.d.), Governor training & development service, available at: http://www.torfaen.gov.uk/en/Related-Documents/School-Governors/Post-Training-Evaluation-Forms.pdf*





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