

顧客滿意 / Customer Satisfaction

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Outline – Customer Satisfaction

1. **What Is Customer Satisfaction ?**
2. **Why Needs Customer Satisfaction ?**
3. **What Are Key Components Of Customer Satisfaction ?**
4. **How To Understand Your Customer Satisfaction ?**
5. **What Are Factors That Block Customer Satisfaction ?**
6. **How To Improve Customer Satisfaction with Product / Quality ?**
7. **What Are Key Drivers To Make You Success On Customer Satisfaction ?**
8. **Q&A**



What Is Customer Satisfaction ?

1. The formation process is dynamic :

Customer measures and rates his/her Satisfaction as a result of comparison process. Prior to the purchase and consumption of a product/service, a customer establishes various expectations concerning the “Performance” of the product/service.

In general, **EXPECTATIONS** are the customer’s predictions of the nature and level of satisfaction that they will **RECEIVE** when product/service is consumed.

Therefore, customer expectations play the role of defining the standard against which subsequent “Performance” is judged.



2. There are a variety of factors influence customer expectations, and hence, ultimate satisfaction level.

They include such things as :

- Customer prior experience**
- Communication with sales people**
- Advertising**
- Price**
- Influence of friends**
- Customer's own personality characteristics**

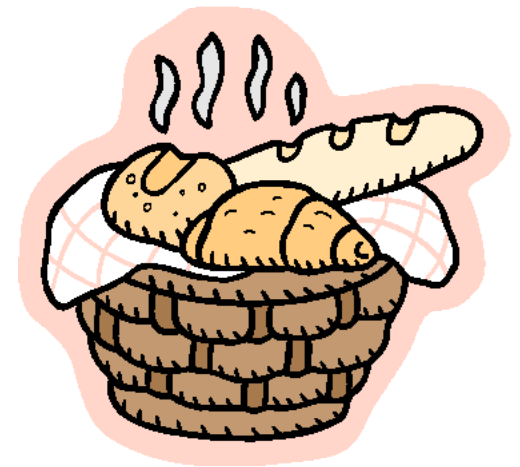
As a result, customer EXPECTATIONS serve to provide the foundation for attitude formation and also the adjustment of subsequent / expectation perceptions.

3. During the OWNERSHIP experience, the customer compares perceived “Performance” to the previously formed EXPECTATIONS.

If the “Performance” meets or exceeds EXPECTATIONS, the customer is satisfied, but if “performance” falls short of EXPECTATIONS, the customer is dissatisfied.

As the customer continues through the OWNERSHIP experience, he/she tends to modify or revise his/her expectations.

As a result, customer satisfaction levels evolve.



Why Needs Customer Satisfaction ?

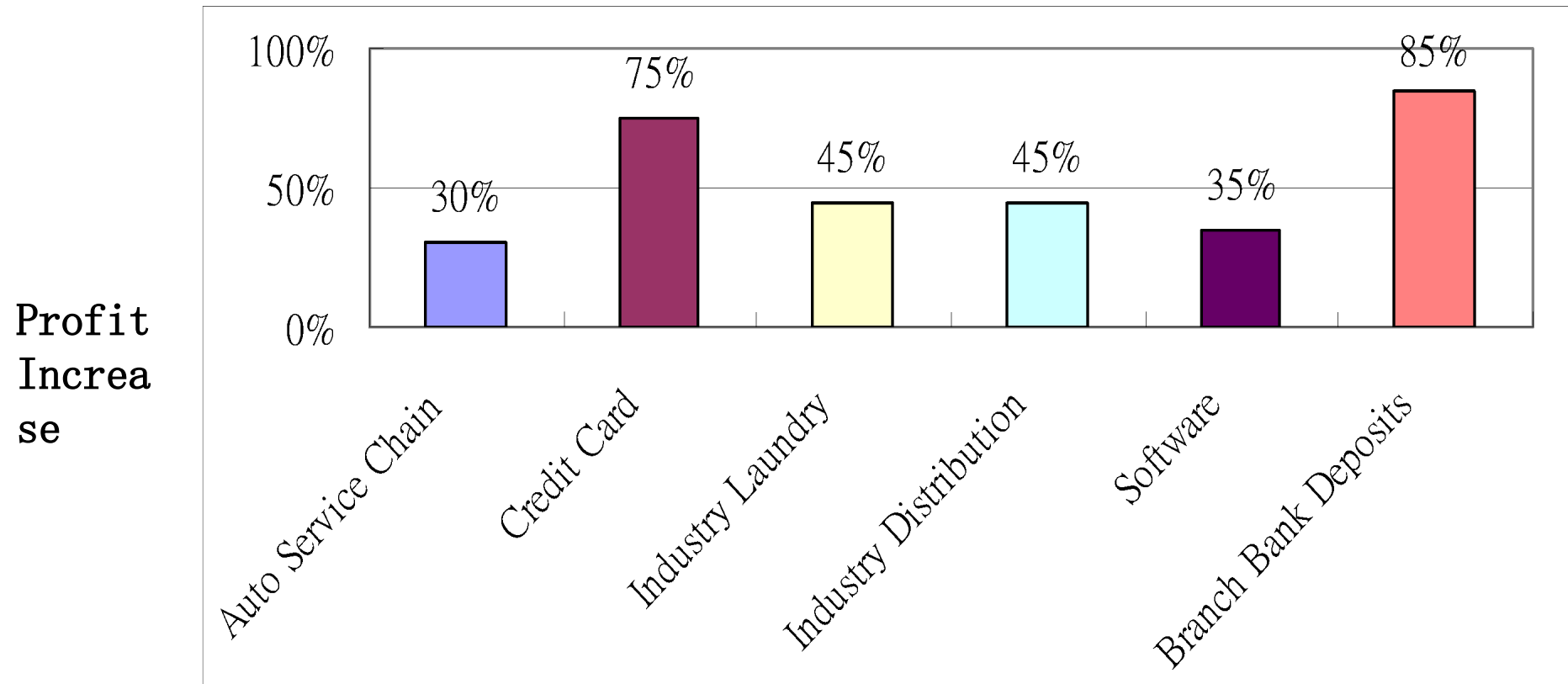
It was proven strong correlation between “Completely Satisfied” customers and owner loyalty : a customer will recommend his/her friends to purchase the product/service he/she experienced.

Harvard Business School study findings :

- Firms with higher level of customer loyalty (not market share) enjoy higher profitability in a given industry . —→ Profit will increase by 25% ~ 85% from 5% increase in customer loyalty.
- Firms become more profitable overtime due to loyal customers.



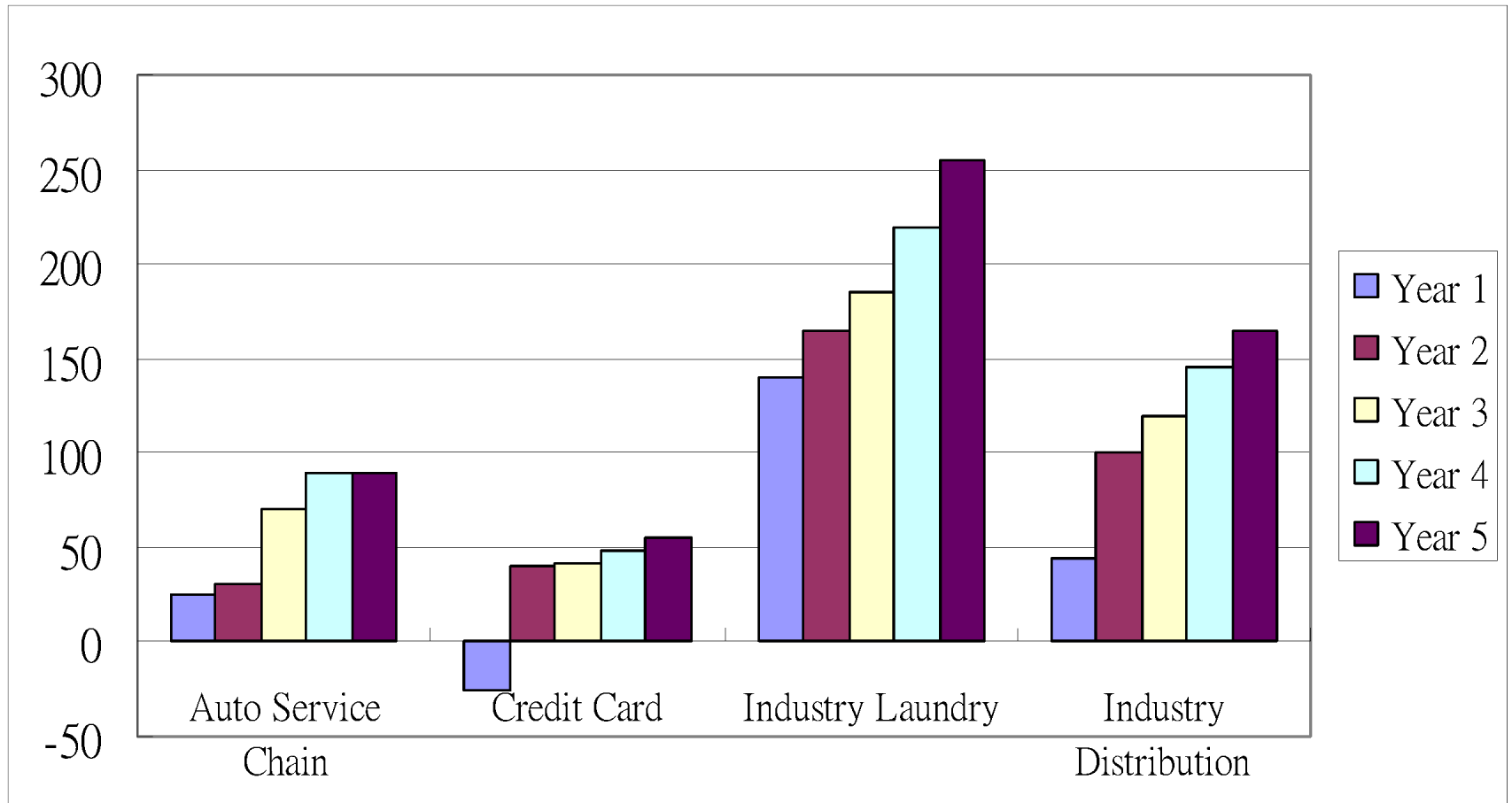
Profit Increase from 5% Increase in Customer Loyalty



Source : F. Reichheld and E. Sasser (1990), “Zero Defections : Quality comes to Life” Harvard Business Review, Sep.-Oct. Issue.

Customer Profit Patterns Over Time

Profit Per
Customer (US\$)



Source : F. Reichheld and E. Sasser (1990), "Zero Defections : Quality comes to Life" Harvard Business Review, Sep.-Oct. Issue.

Loyal Customer vs. Sales Cycle – Ford Research

1. Cost of acquiring new customers is 5 times the cost to retain existing ones.
2. Frequent of Customer Contact Point.
 - Sales : one time for new car buyer.
 - Service : eight times for car service.
3. Factors that affect a customer re-purchase to your product 80% comes from high satisfaction of service experiences.

Profitable Growth Through Customer Loyalty

Means of Profitable Growth

1. Retention

- To succeed in our industry, repeated purchase from our existing customers are important to our success.
- Cost of acquiring new customers is 5 times the cost to retain existing ones.

2. Related Sales

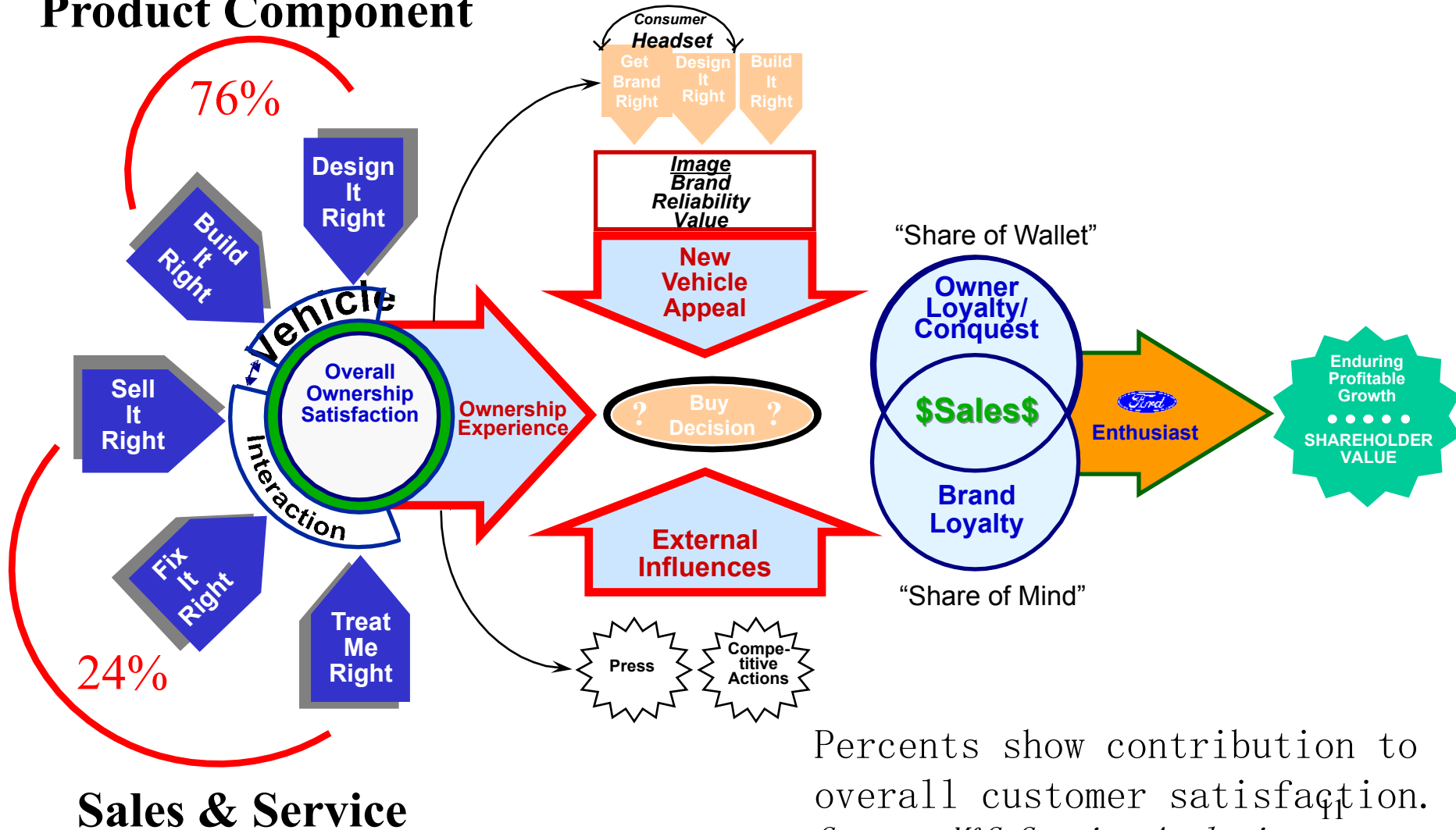
- To succeed in our industry, our ability to sell related products and services (e.g., spare parts, maintenance) to our existing customers is critical to our success.

3. Referrals

- To succeed in our industry, referrals from customers are critical to our success.
- Satisfied customers are likely to tell five other people (dissatisfied customer are likely to tell 11 other people)¹⁰

Customer Satisfaction Components

Product Component



Percents show contribution to overall customer satisfaction.
 Source: M&S Service Analysis

Customer Satisfaction Scorecard

Rating	Experience	Feeling
A / 5	Beyond Expectation	Surprised
B / 4	Glad You Really Do It	Delighted
C / 3	As Expected	Okay
D / 2	Disappointed	Black Listed
E / 1	Betrayed	Angry

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