

# UK Customer Satisfaction Index

# Sample Sector Report



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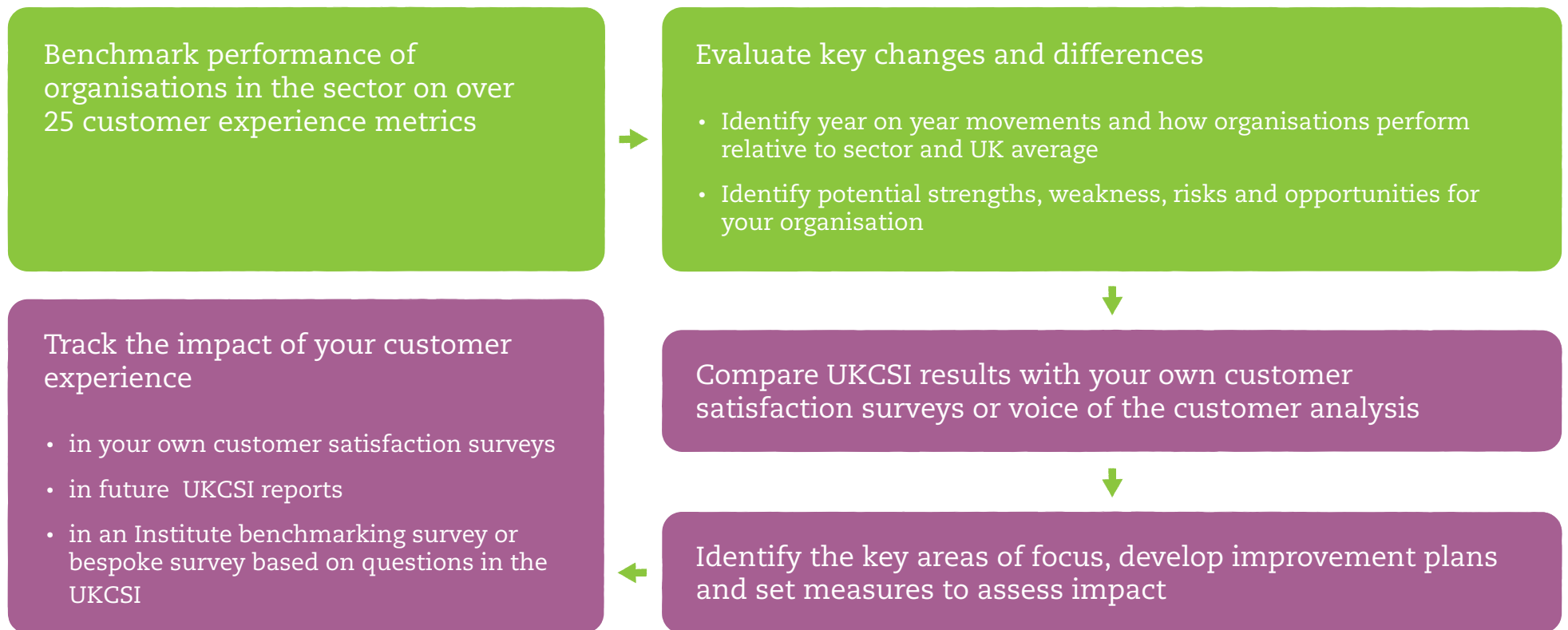
## UKCSI resource pack

Institute organisational members\* can access an Excel resource pack containing much of the data in this report and additional information.

To obtain this pack contact  
your Client Relationship  
Director or email us at  
[enquiries@icsmail.co.uk](mailto:enquiries@icsmail.co.uk)

\* Trusted Advisory Network, Discovery Roadmap and Council members. Also available to Corporate members who purchase a sector report.

# 5 ways to use the insight in this sector report



To find out more about how The Institute can support your customer service strategy contact us at [enquiries@icsmail.co.uk](mailto:enquiries@icsmail.co.uk)

## Customer priorities that reflect transactional and relationship needs

The UKCSI provides an objective, independent perspective of the state of customer satisfaction in the UK, enabling organisations to assess their performance compared to others in their sector, and with some of the UK's leading service organisations across a range of sectors.

The questions in the UKCSI are based on customers' priorities – the attributes of customer experience with organisations that are rated as most important by customers. In December 2018, The Institute published new research into customers' priorities to ensure that the UKCSI remains a relevant and essential benchmark. The output of this research is new insight into both customers' stated priorities, as well as "softer" factors which may not necessarily have a high stated importance, but nevertheless show a strong relationship with customer satisfaction.

As a result, the measures in the UKCSI give insight into both customers' interactions with organisations and expectations about their overall relationship with an organisation. Our objective is to preserve the continuity and consistency of the UKCSI benchmark, whilst integrating changes that reflect evolving customer needs and preferences.

As well as reporting an overall index score based on customers' responses across the full range of measures, the UKCSI reports index scores for five distinct dimensions.

Further information about our research into customer priorities is available in *Experiences, Emotions and Ethics: refreshing the customer priorities that underpin the UK Customer Satisfaction Index\**

### Dimensions of customer satisfaction



#### Experience

Measures the quality of customers' experiences and interactions with organisations

UK all sector average

78.1

Sample

74.3



#### Complaint Handling

How organisations respond and deal with problems and complaints

58.8

50.2



#### Customer Ethos

Extent to which customers perceive that organisations genuinely care about customers and build the experience around their customers' needs

76.4

73.1



#### Emotional Connection

The extent to which an organisation engenders feelings of trust and reassurance

76.0

73.6



#### Ethics

Reputation, openness and transparency and the extent to which an organisation is deemed to "do the right thing"

74.9

72.9

\*Available at [www.instituteofcustomerservice.com/research](http://www.instituteofcustomerservice.com/research). It is free to Institute organisational members and available for purchase by non members.

# Key findings

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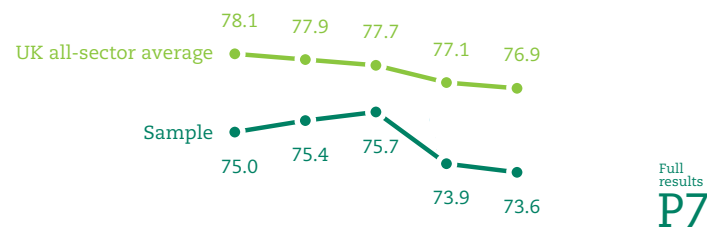
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\* Customers were asked to identify the top three things the organisation they dealt with should do, in order to improve its service. The full list of issues is included in the sector resource pack provided to organisational Institute members alongside the UKCSI sector report.

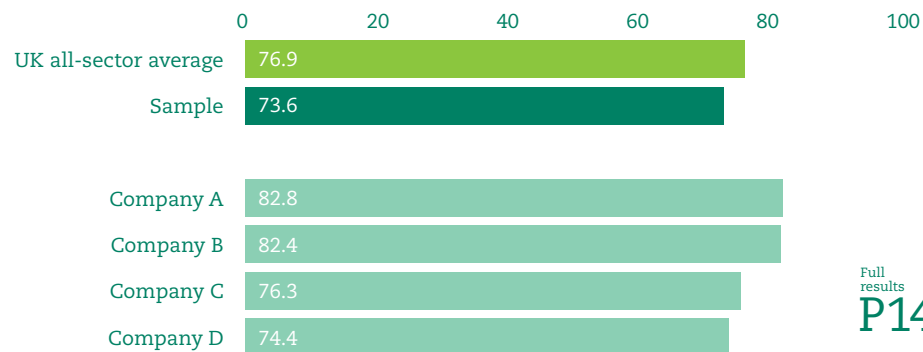
# The Sample sector at a glance

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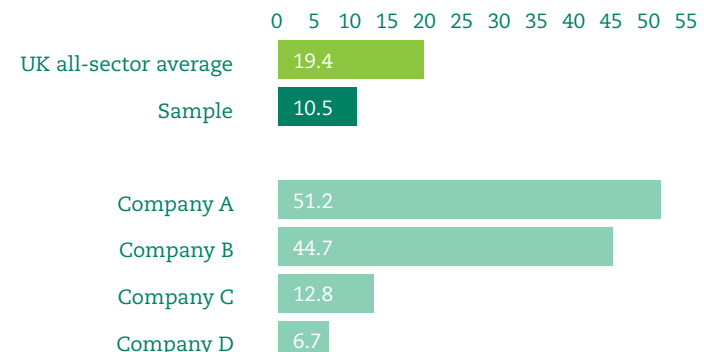
## UKCSI

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## NPS

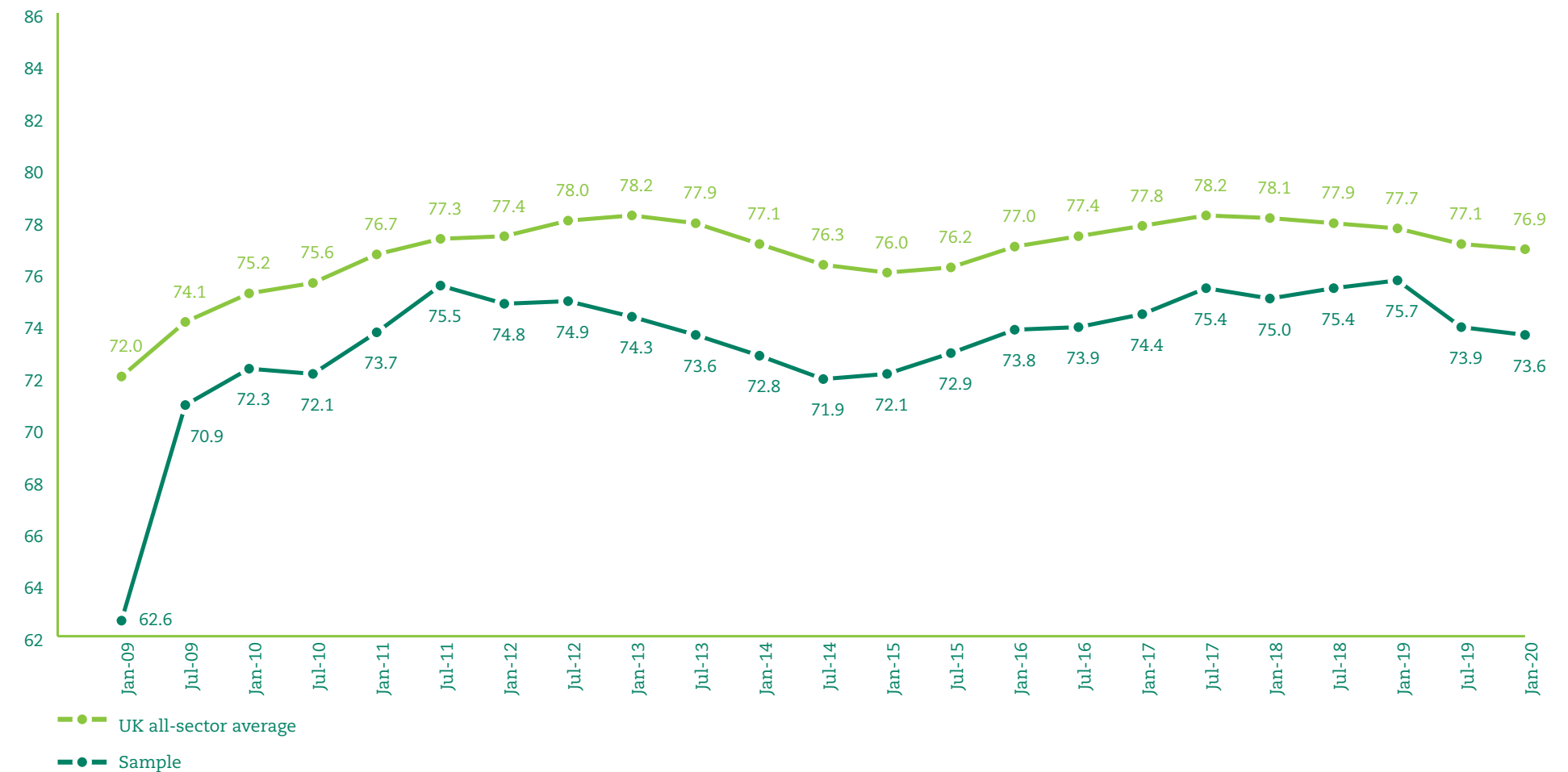
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Headline sector results

# Satisfaction trends in the Sample sector





# How the sector compares to the UK average; customer priorities; and year on year changes

**Customer priorities**

Customer priorities are based on the attributes of customer experience which customers rated as most important and / or which have a strong relationship to overall satisfaction. Priorities reflect key attributes in both customers' interactions with organisations and expectations about their overall relationship with an organisation.\*

	UK all sector average vs Sample			Customer priorities vs customer satisfaction			Sample: year on year change		
	UK all-sector average	Sample	Sample Gap	Sample Jan-20	Sample Customer Priorities	Sample Gap	Sample Jan-20	Sample Jan-19	Sample Change
<b>Key Measures</b>									
UKCSI	76.9	73.6	-3.3	73.6			73.6	75.7	-2.1
Net Promoter Score (NPS)**	19.4	10.5	-8.9	10.5			10.5	18.2	-7.7
Customer Effort***	4.7	5.2	0.5	5.2			5.2	5.3	-0.1
<b>UKCSI Scorecard Measures</b>									
Experience	78.1	74.3	-3.8	74.3			74.3	76.1	-1.8
Complaint Handling	58.8	50.2	-8.6	50.2			50.2	52.0	-1.8
Customer Ethos	76.4	73.1	-3.3	73.1			73.1	75.4	-2.3
Emotional Connection	76.0	73.6	-2.4	73.6			73.6	75.8	-2.2
Ethics	74.9	72.9	-2.0	72.9			72.9	74.8	-1.9
<b>Satisfaction Measures</b>									
<b>Experience</b>									
Product/service range	7.9	7.6	-0.3	7.6	8.2	-0.6	7.6	7.8	-0.2
Product/service quality	7.9	7.5	-0.4	7.5	8.7	-1.2	7.5	7.8	-0.3
Product/service reliability	7.9	7.5	-0.4	7.5	8.6	-1.1	7.5	7.7	-0.2
Being kept informed	7.7	7.3	-0.4	7.3	8.4	-1.1	7.3	7.4	-0.1
Ease of dealing with XX	7.9	7.4	-0.5	7.4	8.6	-1.2	7.4	7.6	-0.2
Billing/invoicing	7.9	7.3	-0.6	7.3	8.1	-0.8	7.3	7.5	-0.2
Price/cost	7.5	7.2	-0.3	7.2	8.1	-0.9	7.2	7.4	-0.2
Speed of service/response	7.8	7.1	-0.7	7.1	8.5	-1.4	7.1	7.4	-0.3
XX explains information clearly	7.8	7.5	-0.3	7.5	8.6	-1.1	7.5	7.6	-0.1
XX makes it easy to contact the right person to help	7.6	7.2	-0.4	7.2	8.6	-1.4	7.2	7.4	-0.2
Ease of using the website	7.8	7.3	-0.5	7.3	8.2	-0.9	7.3	7.5	-0.2
Helpfulness of staff	7.9	7.5	-0.4	7.5	8.6	-1.1	7.5	7.8	-0.3
Competence of staff	7.9	7.6	-0.3	7.6	8.7	-1.1	7.6	7.8	-0.2
<b>Complaint Handling</b>									
The outcome of the complaint	6.0	5.2	-0.8	5.2	8.3	-3.1	5.2	5.3	-0.1
The handling of the complaint	5.8	4.9	-0.9	4.9	8.4	-3.5	4.9	5.1	-0.2
The attitude of staff	6.1	5.3	-0.8	5.3	8.7	-3.4	5.3	5.5	-0.2
Speed of resolving your complaint	5.8	4.8	-1.0	4.8	8.5	-3.7	4.8	5.1	-0.3

\*For more information about customer priorities, see Experiences Emotions and Ethics: refreshing the customer priorities that underpin the UK Customer Satisfaction Index, available at [www.instituteofcustomerservice.com/research](http://www.instituteofcustomerservice.com/research). It is free to Institute organisational members and available for purchase by non members.

\*\*Net Promoter Score (NPS) is calculated by subtracting the % of respondents scoring 0 - 6 (out of 10) on likelihood to recommend from the % of respondents scoring 9 - 10

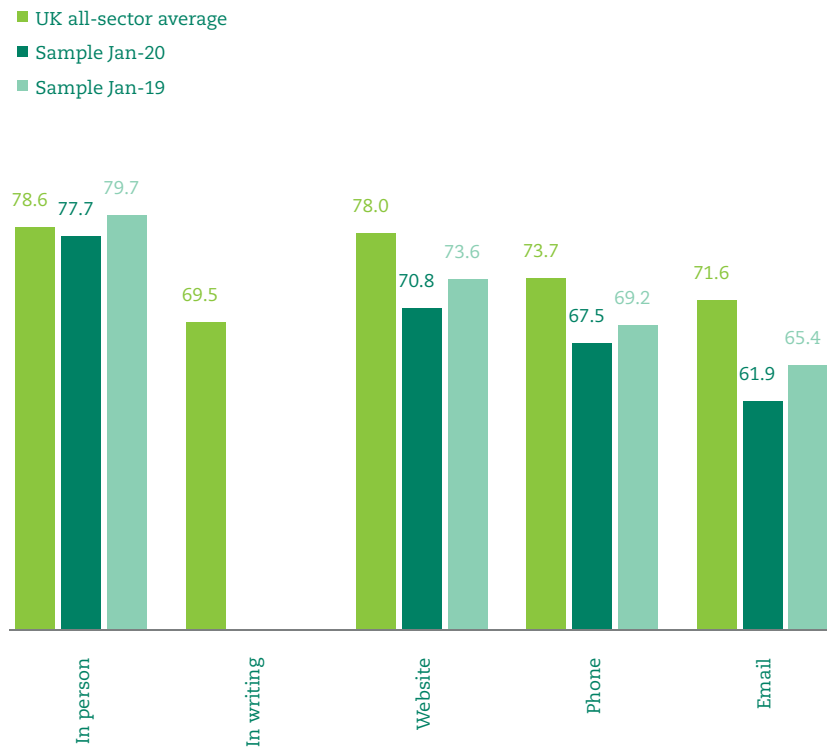
\*\*\*"How much effort did you have to make to complete your transaction, enquiry or request on this occasion?" For this measure, a lower score is a more positive one.

		UK all sector average vs Sample			Customer priorities vs customer satisfaction			Sample: year on year change			
		UK all-sector average	Sample	Sample Gap	Sample Jan-20	Sample Customer Priorities	Sample Gap	Sample Jan-20	Sample Jan-19	Sample Change	
Customer priorities		Customer Ethos									
Customer priorities are based on the attributes of customer experience which customers rated as most important and / or which have a strong relationship to overall satisfaction. Priorities reflect key attributes in both customers’ interactions with organisations and expectations about their overall relationship with an organisation.*		Ability to interact with XX in the way you prefer	7.9	7.5	-0.4	7.5	8.5	-1.0	7.5	7.7	-0.2
		XX cares about their customers	7.5	7.4	-0.1	7.4	8.6	-1.2	7.4	7.5	-0.1
		XX designs the experience around its customers	7.5	7.1	-0.4	7.1	8.4	-1.3	7.1	7.3	-0.2
		XX keeps their promises	7.6	7.3	-0.3	7.3	8.8	-1.5	7.3	7.4	-0.1
		Emotional Connection									
		To what extent do you trust the organisation?	7.6	7.5	-0.1	7.5	8.7	-1.2	7.5	7.6	-0.1
		XX makes you feel reassured	7.6	7.3	-0.3	7.3	8.6	-1.3	7.3	7.4	-0.1
		Ethics									
		Reputation of the organisation	7.5	7.3	-0.2	7.3	8.2	-0.9	7.3	7.4	-0.1
		XX is open and transparent	7.5	7.3	-0.2	7.3	8.5	-1.2	7.3	7.5	-0.2
		XX does the right thing in business practices (e.g. for employees/for society)	7.4	7.4	0.0	7.4	8.4	-1.0	7.4	7.5	-0.1
		% of customers experiencing a problem with the organisation in the previous three months	13.6%	17.8%	4.2%	17.8%			17.8%	16.9%	0.9%
		% of customers who have made a complaint/reported a problem in the previous three months	10.5%	13.1%	2.6%	13.1%			13.1%	12.6%	0.5%
		Thinking about your most recent contact, was everything right first time?									
		Yes	80.6%	73.8%	-6.8%	73.8%			73.8%	72.0%	1.8%
		No	12.3%	18.0%	5.7%	18.0%			18.0%	18.2%	-0.2%
		Don't know/not applicable	7.1%	8.2%	1.1%	8.2%			8.2%	9.8%	-1.6%
		Future Customer Behaviours									
		Likelihood to remain a customer	8.0	8.0	0.0	8.0			8.0	8.2	-0.2
		Likelihood to recommend	7.6	7.2	-0.4	7.2			7.2	7.5	-0.3
Likelihood to repurchase	7.7	7.5	-0.2	7.5			7.5	7.7	-0.2		
% Most Recent Contact											
In person (e.g. visited a store/branch/office)	42.8%	58.3%	15.5%	58.3%			58.3%	58.7%	-0.4%		
Over the phone (e.g. called a contact centre)	16.6%	20.5%	3.9%	20.5%			20.5%	21.2%	-0.7%		
On their website	26.4%	11.4%	-15.0%	11.4%			11.4%	10.0%	1.4%		
Email	6.5%	6.2%	-0.3%	6.2%			6.2%	6.3%	-0.1%		
Text	1.0%	0.7%	-0.3%	0.7%			0.7%	0.7%	0.0%		
Web chat	1.5%	0.7%	-0.8%	0.7%			0.7%	0.8%	-0.1%		
App	3.2%	1.2%	-2.0%	1.2%			1.2%	0.9%	0.3%		
Social media	0.6%	0.3%	-0.3%	0.3%			0.3%	0.4%	-0.1%		
In writing (letter)	1.3%	0.9%	-0.4%	0.9%			0.9%	0.9%	0.0%		

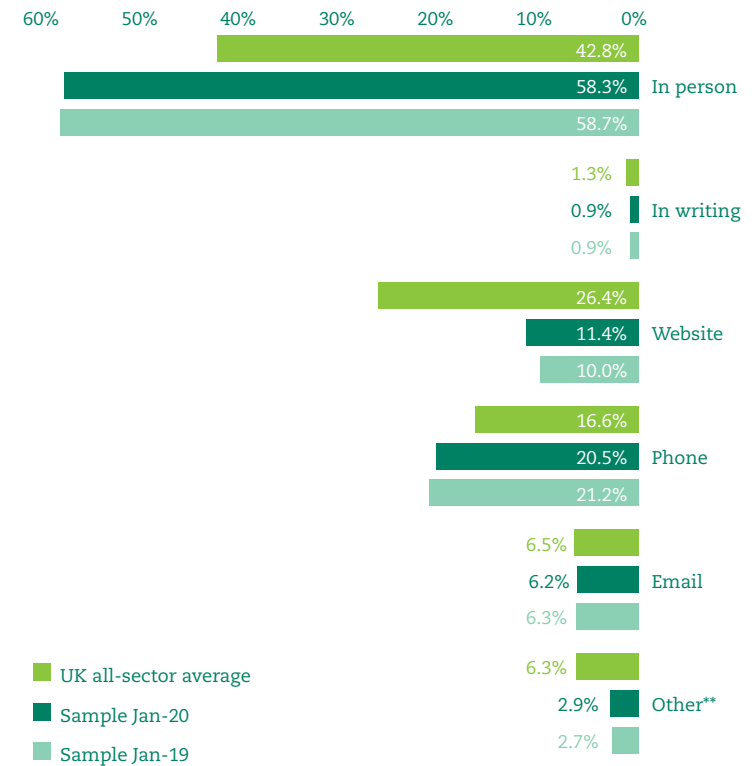
\* For more information about customer priorities, see *Experiences Emotions and Ethics: refreshing the customer priorities that underpin the UK Customer Satisfaction Index*, available at [www.instituteofcustomerservice.com/research](http://www.instituteofcustomerservice.com/research). It is free to Institute organisational members and available for purchase by non members.

# Channel usage and satisfaction

Satisfaction by channel\*



Channel usage for most recent contact  
(proportion of customers using each channel for their most recent interaction)

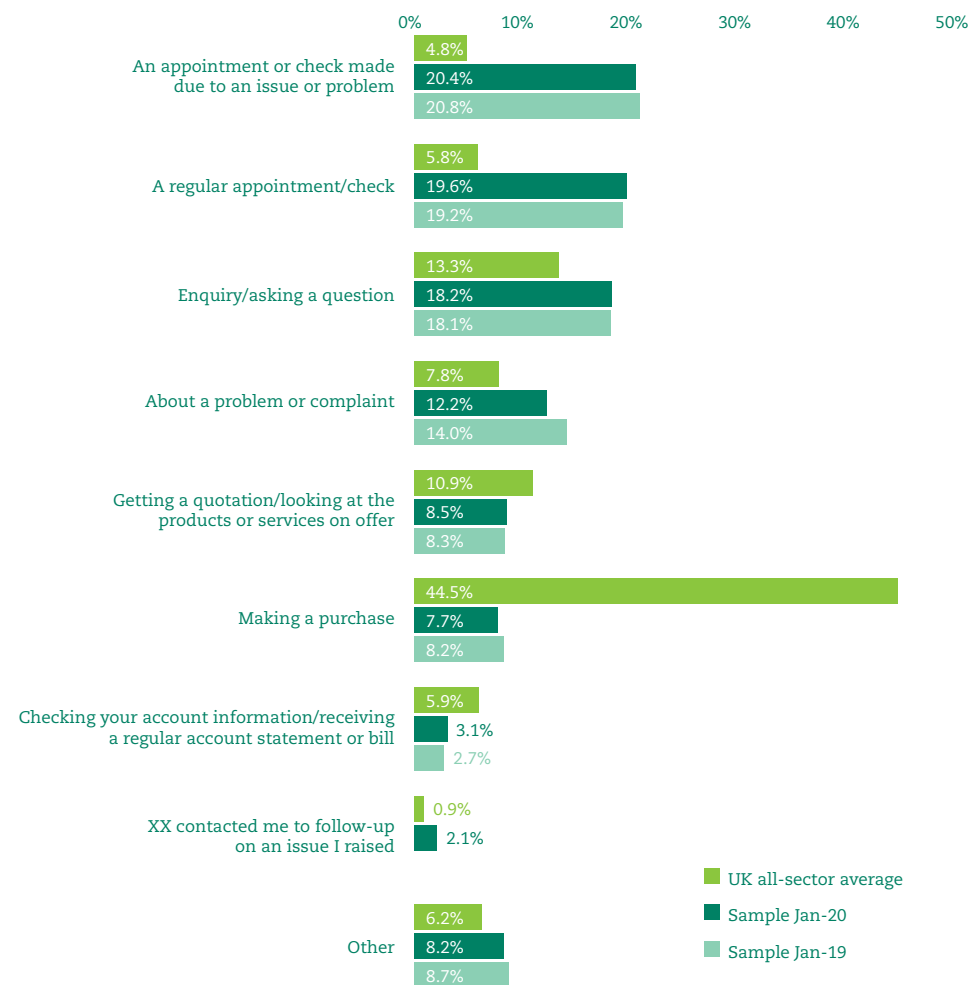


\*CSI not shown for channels with a base below 35.

\*\*Other includes Text, Web chat, App and Social media.

# Contact type and channel usage

Main purpose of most recent contact



Main purpose of most recent contact by channel used

	Overall	In person	In writing	On their website	Over the phone	Email	Other
An appointment or check made due to an issue or problem	20.4%	25.6%	3.8%	7.6%	19.1%	4.3%	12.9%
A regular appointment/check	19.6%	25.3%	7.7%	10.3%	15.0%	2.7%	15.3%
Enquiry/asking a question	18.2%	14.6%	11.5%	20.8%	24.3%	30.6%	12.9%
About a problem or complaint	12.2%	6.8%	3.8%	15.2%	19.2%	30.1%	24.7%
Getting a quotation/looking at the products or services on offer	8.5%	10.8%	0.0%	7.6%	4.7%	3.8%	7.1%
Making a purchase	7.7%	6.1%	11.5%	12.0%	7.0%	13.4%	15.3%
Checking your account information/receiving a regular account statement or bill	3.1%	1.1%	30.8%	11.7%	2.0%	5.9%	2.4%
XX contacted me to follow-up on an issue I raised	2.1%	2.3%	3.8%	1.2%	2.4%	1.1%	1.2%
Other	8.2%	7.6%	26.9%	13.5%	6.4%	8.1%	8.2%

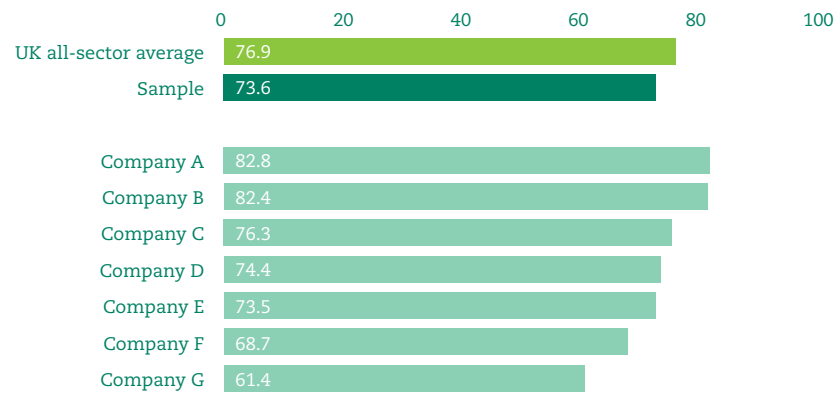
## Customer satisfaction by length of relationship



# 2

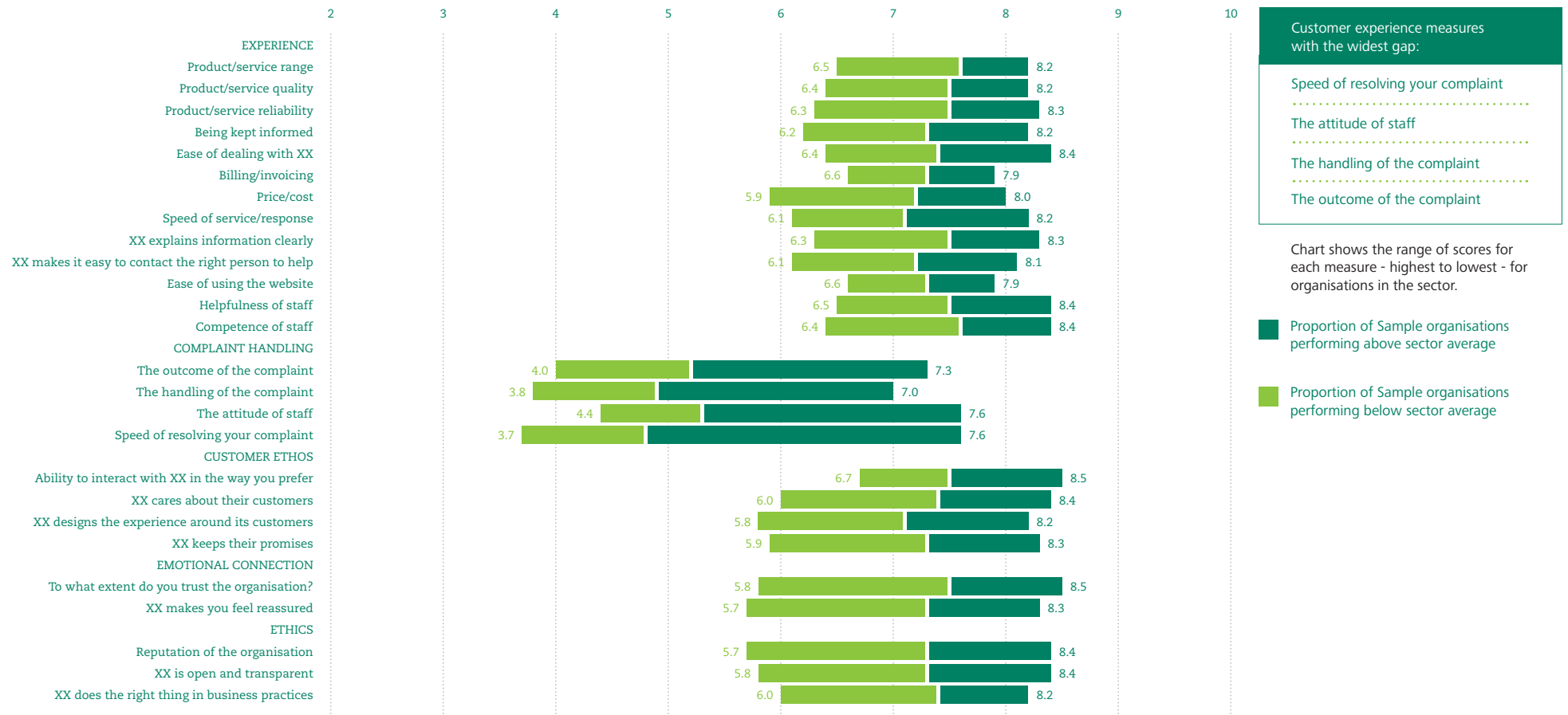
Organisation data for the  
Sample sector

## Organisation ranking by UKCSI score



	Jan-20 UKCSI	Jan-19 UKCSI	Y-O-Y Change
UK all-sector average	76.9	77.7	-0.8
Sample	73.6	75.7	-2.1
Company A	82.8	84.0	-1.2
Company B	82.4	80.8	1.6
Company C	76.3	80.3	-4.0
Company D	74.4	76.8	-2.4
Company E	73.5	70.4	3.1
Company F	68.7	72.7	-4.0
Company G	61.4	63.4	-2.0

## Range of scores by customer experience measures





## Key metrics by organisations

	UK all-sector average	Sample	Company A	Company B	Company C	Company D	Company E	Company F	Company G
Key Measures									
UKCSI	76.9	73.6	82.8	82.4	76.3	74.4	73.5	68.7	61.4
Net Promoter Score (NPS)	19.4	10.5	51.2	44.7	2.6	12.8	6.7	-5.5	-40.2
Customer Effort	4.7	5.2	4.4	5.7	6.8	5.0	5.5	6.7	5.7
UKCSI Scorecard Measures									
Experience	78.1	74.3	82.4	82.1	76.6	75.0	75.1	69.6	63.3
Complaint Handling	58.8	50.2	66.1	71.9	72.0	49.2	52.4	60.9	39.7
Customer Ethos	76.4	73.1	83.4	82.9	75.5	73.3	73.5	67.7	61.1
Emotional Connection	76.0	73.6	84.0	83.3	77.7	75.1	72.2	68.2	57.8
Ethics	74.9	72.9	83.1	82.6	76.3	74.2	71.2	68.2	58.2
Satisfaction Measures									
Experience									
Product/service range	7.9	7.6	8.2	8.2	7.6	7.7	7.4	7.2	6.5
Product/service quality	7.9	7.5	8.2	8.2	7.5	7.7	7.5	6.9	6.4
Product/service reliability	7.9	7.5	8.3	8.2	7.4	7.6	7.5	7.0	6.3
Being kept informed	7.7	7.3	8.0	8.2	7.5	7.5	7.3	6.8	6.2
Ease of dealing with XX	7.9	7.4	8.4	8.3	7.6	7.4	7.6	6.9	6.4
Billing/Invoicing	7.9	7.3	7.9	7.9	7.4	7.5	7.7	7.0	6.6
Price/cost	7.5	7.2	8.0	7.7	7.6	7.5	7.5	7.0	5.9
Speed of service/response	7.8	7.1	8.2	8.0	7.7	7.1	7.3	6.9	6.1
XX explains information clearly	7.8	7.5	8.3	8.2	7.6	7.7	7.6	7.1	6.3
XX makes it easy to contact the right person to help	7.6	7.2	8.1	8.0	7.6	7.2	7.5	7.0	6.1
Ease of using the website	7.8	7.3	7.9	7.6	7.3	7.3	7.7	7.2	6.6
Helpfulness of staff	7.9	7.5	8.4	8.3	7.9	7.5	7.5	7.0	6.5
Competence of staff	7.9	7.6	8.4	8.3	7.8	7.6	7.6	7.2	6.4
Complaint Handling									
The outcome of the complaint	6.0	5.2	7.3	7.3	6.7	5.2	5.5	6.0	4.0
The handling of the complaint	5.8	4.9	6.5	7.0	7.0	4.9	5.0	5.9	3.8
The attitude of staff	6.1	5.3	6.8	7.6	7.4	5.1	5.7	6.5	4.4
Speed of resolving your complaint	5.8	4.8	6.5	7.1	7.6	4.7	4.9	5.9	3.7

a. Data not published as fewer than 10 customers scored this requirement for this channel

b. No customers scored this requirement

## Key metrics by organisations (continued)

	UK all-sector average	Sample	Company A	Company B	Company C	Company D	Company E	Company F	Company G
Customer Ethos									
Ability to interact with XX in the way you prefer	7.9	7.5	8.5	8.2	7.6	7.4	7.8	7.0	6.7
XX cares about their customers	7.5	7.4	8.3	8.4	7.5	7.5	7.2	6.8	6.0
XX designs the experience around its customers	7.5	7.1	8.2	8.2	7.5	7.0	7.2	6.6	5.8
XX keeps their promises	7.6	7.3	8.3	8.3	7.4	7.4	7.1	6.7	5.9
Emotional Connection									
To what extent do you trust the organisation?	7.6	7.5	8.5	8.3	7.8	7.6	7.2	7.0	5.8
XX makes you feel reassured	7.6	7.3	8.3	8.3	7.7	7.4	7.2	6.6	5.7
Ethics									
Reputation of the organisation	7.5	7.3	8.4	8.3	7.7	7.4	7.1	6.8	5.7
XX is open and transparent	7.5	7.3	8.3	8.4	7.6	7.5	7.0	6.8	5.8
XX does the right thing in business practices (e.g. for employees/for society)	7.4	7.4	8.2	8.0	7.5	7.5	7.4	6.9	6.0
% of customers experiencing a problem with the organisation in the previous three months	13.6%	17.8%	7.7%	17.0%	20.5%	15.5%	29.0%	23.1%	30.1%
% of customers who have made a complaint/reported a problem in the previous three months	10.5%	13.1%	5.3%	15.6%	16.9%	10.1%	23.2%	19.4%	24.3%
Thinking about your most recent contact, was everything right first time?									
Yes	80.6%	73.8%	86.4%	85.8%	83.1%	76.4%	60.9%	65.7%	56.5%
No	12.3%	18.0%	7.7%	8.5%	8.4%	16.3%	31.2%	23.9%	31.1%
Don't know/not applicable	7.1%	8.2%	5.9%	5.7%	8.4%	7.3%	8.0%	10.4%	12.4%
Future Customer Behaviours									
Likelihood to remain a customer	8.0	8.0	8.8	8.3	7.2	8.2	7.7	7.3	7.0
Likelihood to recommend	7.6	7.2	8.6	8.5	7.5	7.3	7.1	6.8	5.4
Likelihood to repurchase	7.7	7.5	8.5	7.8	7.4	7.7	7.2	7.2	6.1
% Most Recent Contact									
In person (e.g. visited a store/branch/office)	42.8%	58.3%	78.2%	46.1%	44.6%	71.7%	21.0%	41.0%	19.2%
Over the phone (e.g. called a contact centre)	16.6%	20.5%	3.5%	39.0%	22.9%	19.2%	40.6%	29.9%	26.0%
On their website	26.4%	11.4%	10.5%	2.8%	13.3%	5.8%	15.2%	9.0%	31.8%
Email	6.5%	6.2%	4.6%	7.8%	13.3%	1.5%	15.2%	9.0%	17.3%
Text	1.0%	0.7%	0.4%	1.4%	1.2%	0.5%	1.4%	3.0%	0.4%
Web chat	1.5%	0.7%	0.9%	1.4%	1.2%	0.3%	0.7%	2.2%	1.0%
App	3.2%	1.2%	1.5%	1.4%	2.4%	0.7%	2.9%	2.2%	1.4%
Social media	0.6%	0.3%	0.0%	0.0%	1.2%	0.1%	0.0%	2.2%	0.4%
In writing (letter)	1.3%	0.9%	0.2%	0.0%	0.0%	0.3%	2.9%	1.5%	2.5%

a. Data not published as fewer than 10 customers scored this requirement for this channel

b. No customers scored this requirement

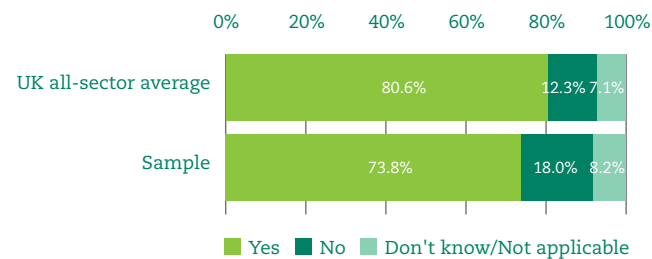
# 3

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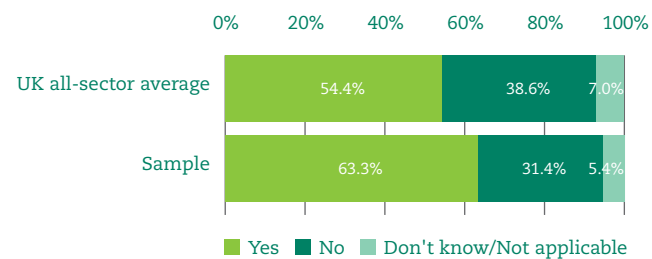
Right first time,  
problems and complaints

## Right first time (most recent contact)

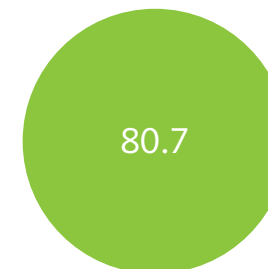
Thinking about your most recent contact, was everything right first time?



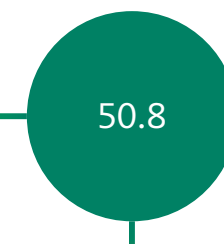
Did you need to make follow up contact as a result of this?



Customer satisfaction is significantly higher when organisations get it right first time.

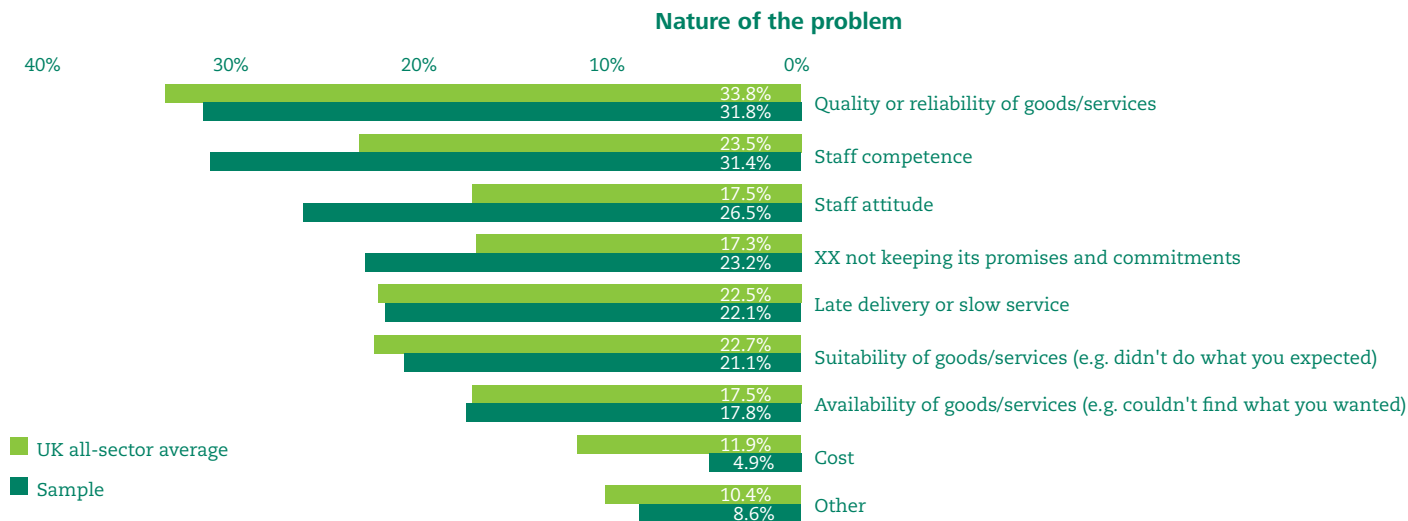
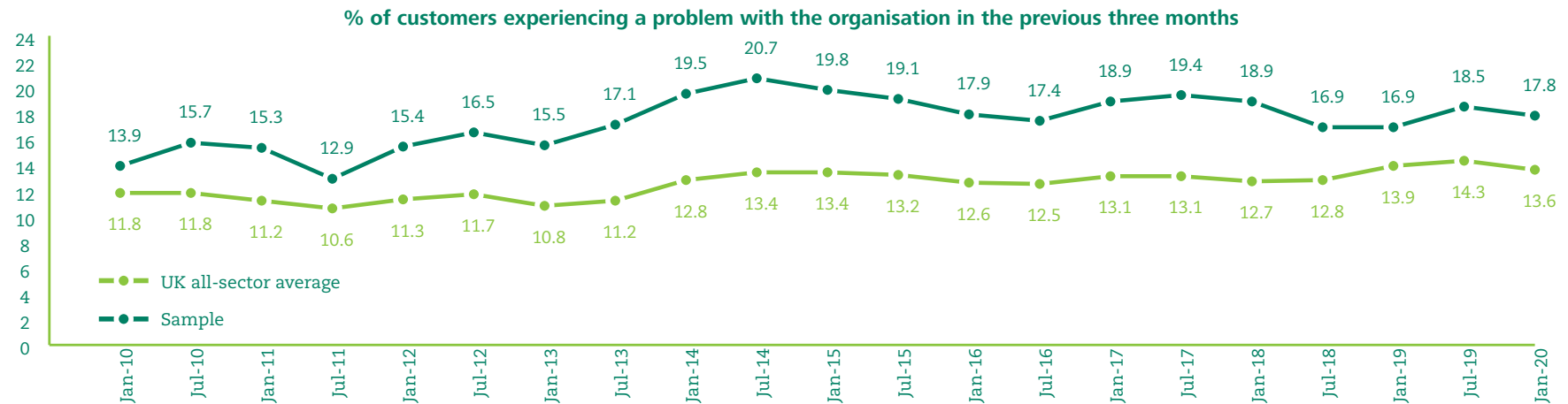


Customer satisfaction when the interaction was not right first time.



Customer satisfaction was even lower when the interaction wasn't right first time and needed to be followed up by the customer.

## Customers experiencing a problem\*

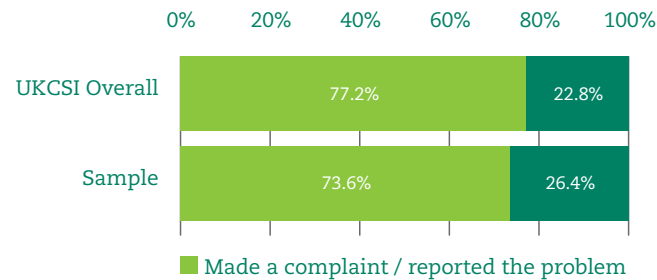


\*Have you had any kind of problem or bad experience with XX in the last 3 months? Y / N.

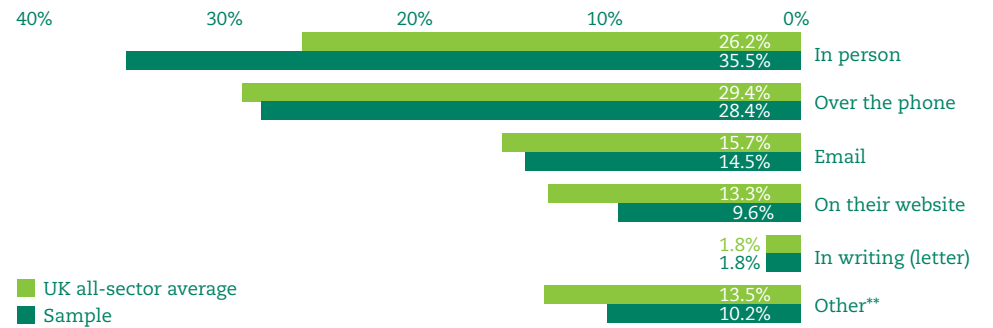
## Rates of complaining\*



Customers with a problem who complained vs those that didn't complain



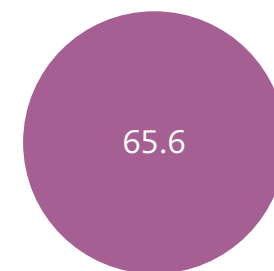
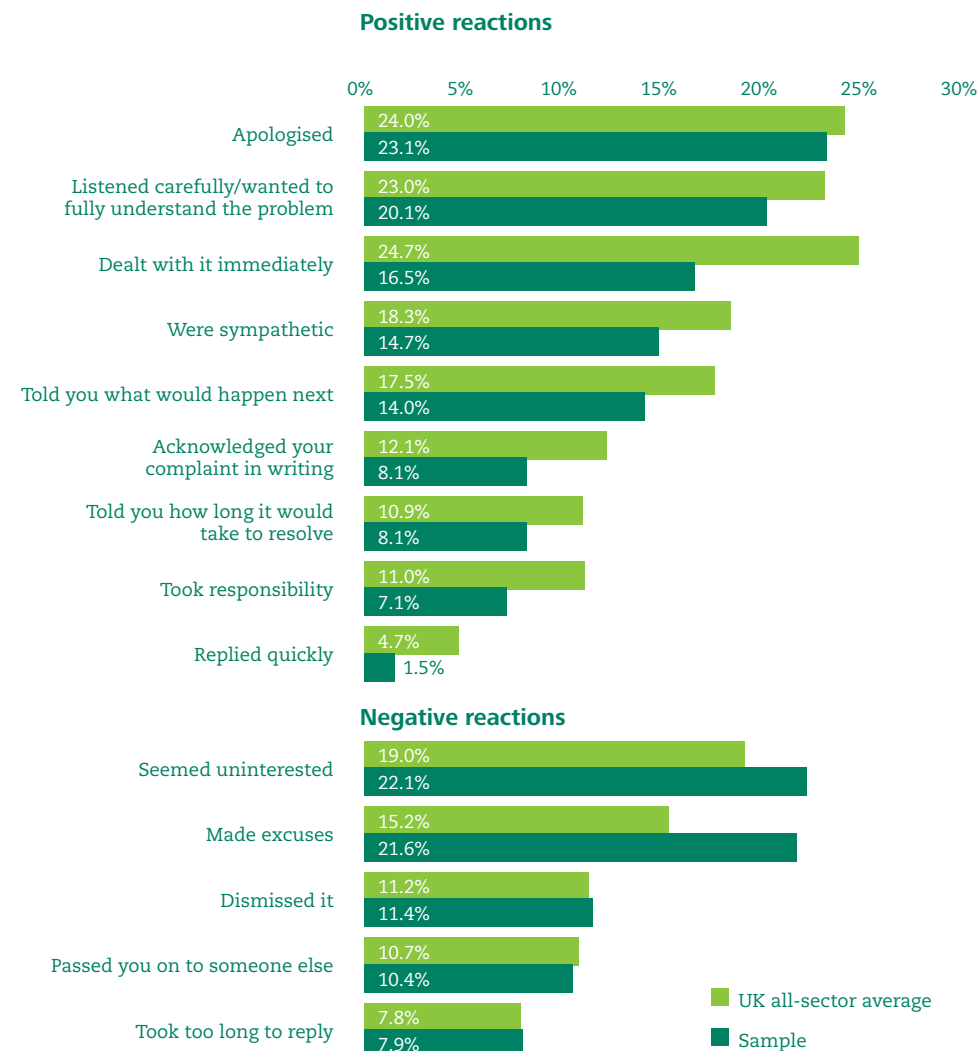
Channel when making a complaint



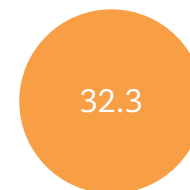
\*Did you tell anyone at XX about your problem? Y/N

\*\*Other includes Text, Web chat, App and Social media.

# Initial reactions to complaints

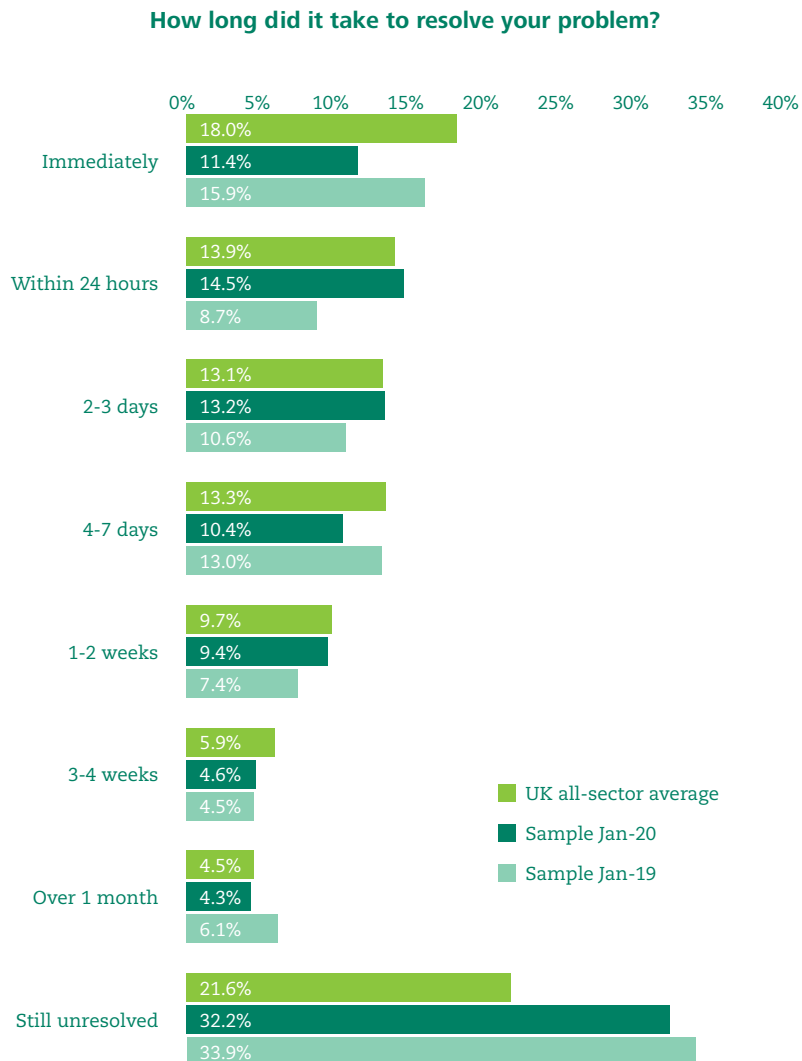


Overall customer satisfaction where customers experienced positive reactions to their complaints, in the Sample sector



Overall customer satisfaction where customers experienced negative reactions to their complaints, in the Sample sector

## Time taken to resolve complaints



### Resolution time

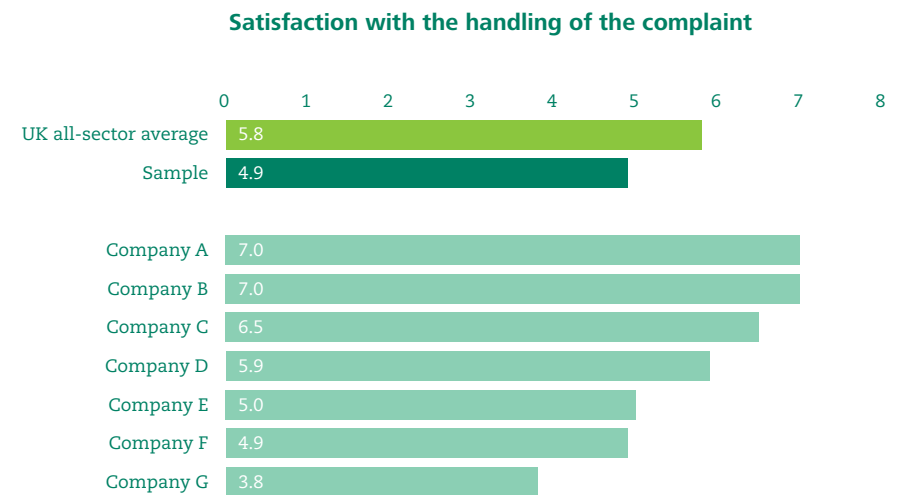
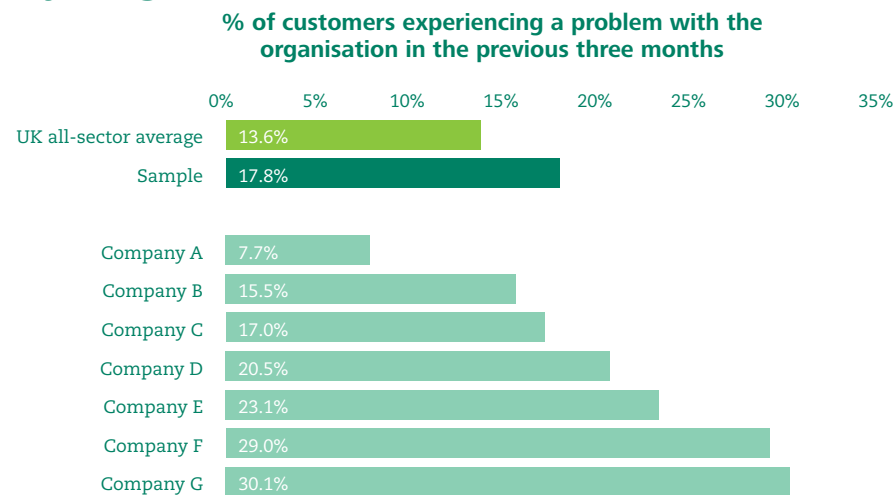
**17.6%**  
Quicker than expected

**32.2%**  
As expected

**50.2%**  
Longer than expected



## % problems experienced and satisfaction with the way complaints are handled, by organisation



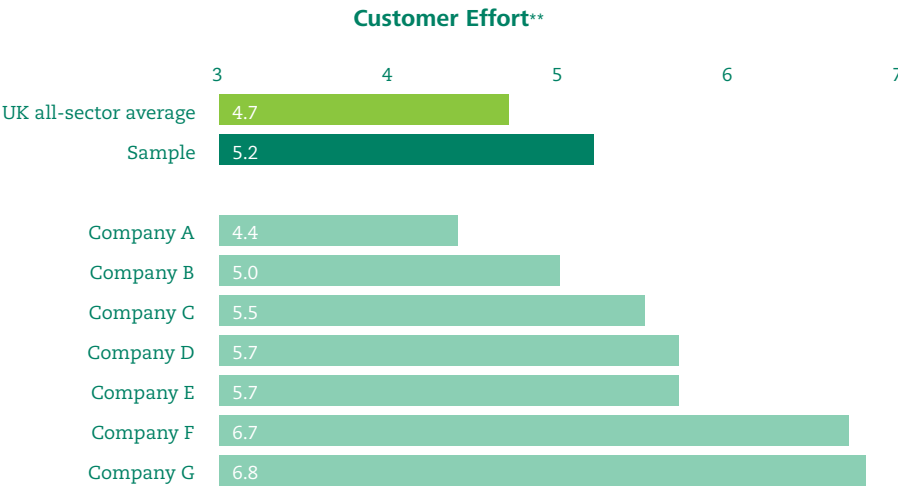
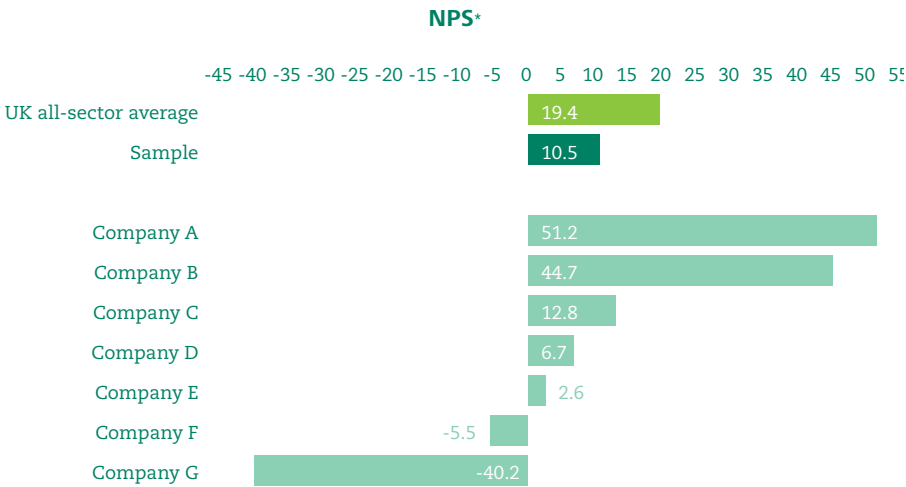
The % of customers experiencing a problem is shown for all organisations

Complaint handling data is not published for organisations with fewer than 10 complaints.  
Please see our table on page 16 for the full complaint handling measures.

# 4

Customer satisfaction,  
business metrics and  
future customer behaviours

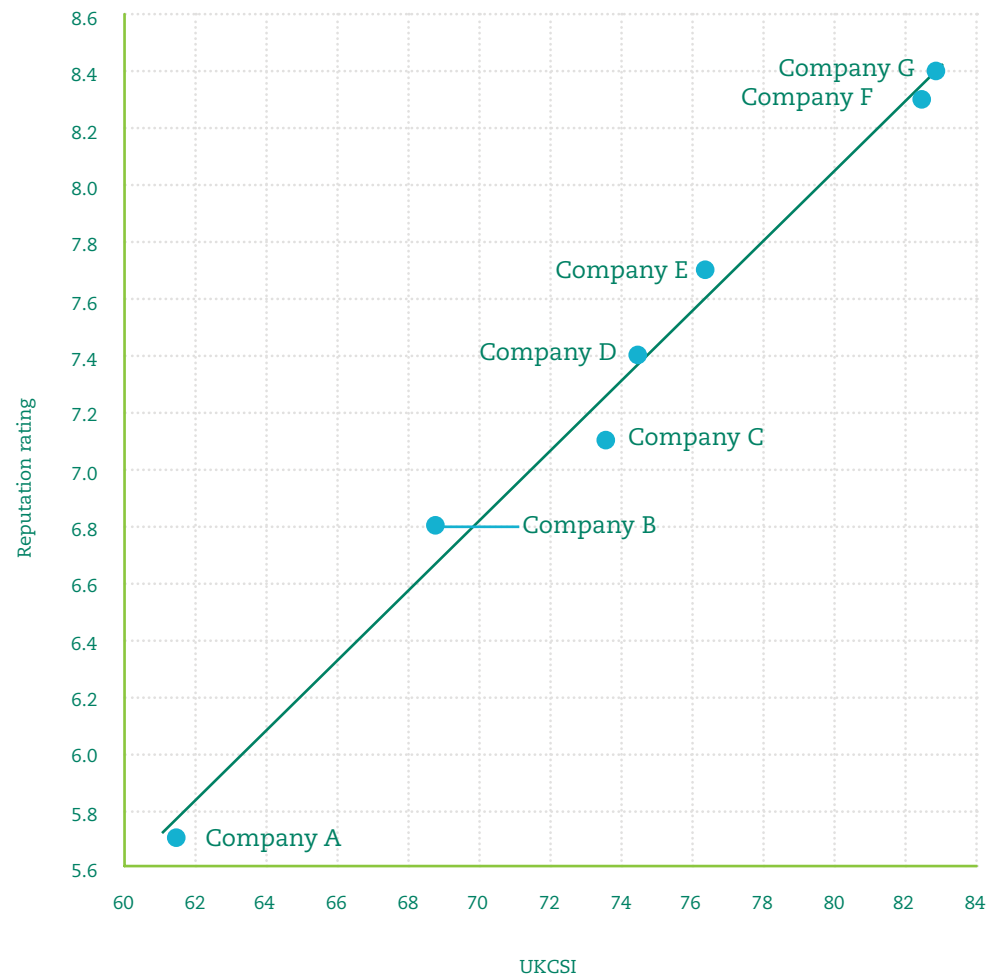
# Net Promoter Score and Customer Effort



\* Net Promoter Score (NPS) is calculated by subtracting the % of respondents scoring 0 - 6 (out of 10) on likelihood to recommend from the % of respondents scoring 9 – 10.

\*\* “How much effort did you have to make to complete your transaction, enquiry or request on this occasion?” For this measure, a lower score is a more positive one.

## Customer satisfaction and reputation



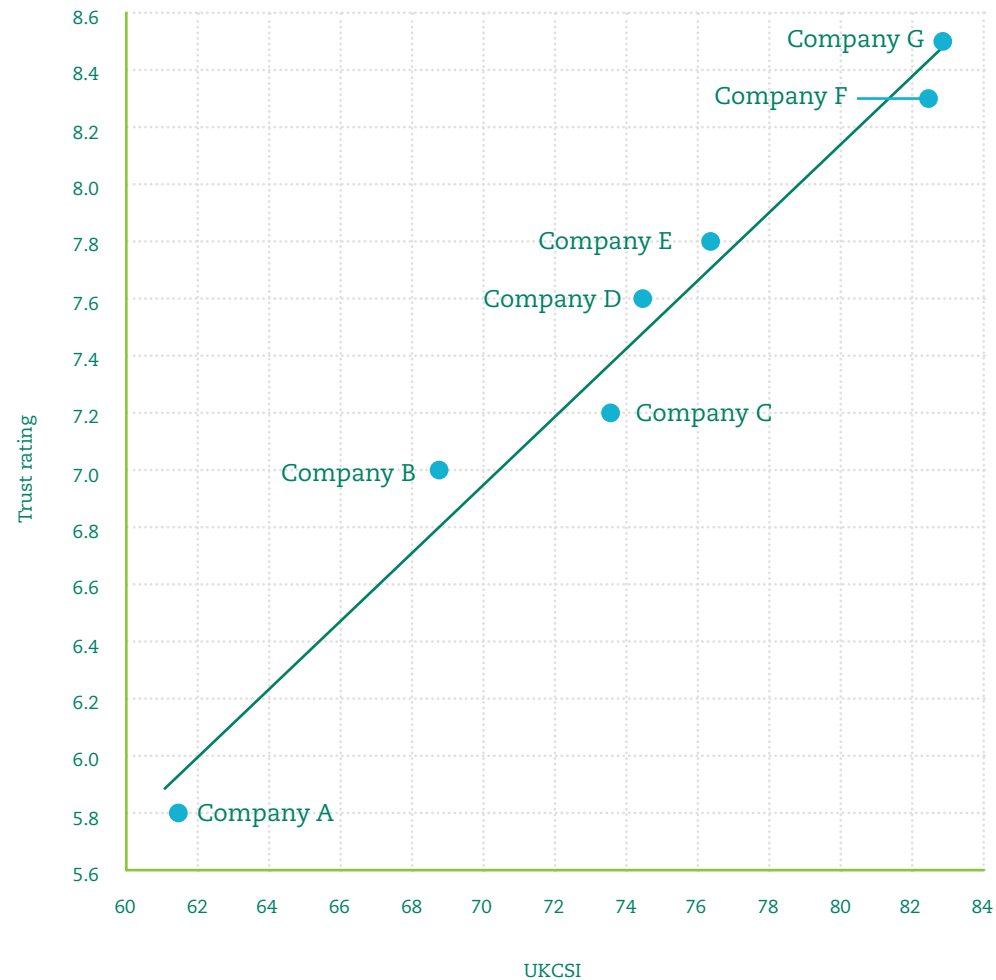
	UKCSI	Jan-20 Reputation*	Jan-19 Reputation*
UK all-sector average	76.9	7.5	7.6
Sample	73.6	7.3	7.4
Company A	82.8	8.4	8.3
Company B	82.4	8.3	8.0
Company C	76.3	7.7	8.0
Company D	74.4	7.4	7.6
Company E	73.5	7.1	7.0
Company F	68.7	6.8	7.1
Company G	61.4	5.7	5.9

\* Reputation score is based on responses to the question: "How would you rate the reputation of this organisation?"

1 = A very poor reputation

10 = An excellent reputation

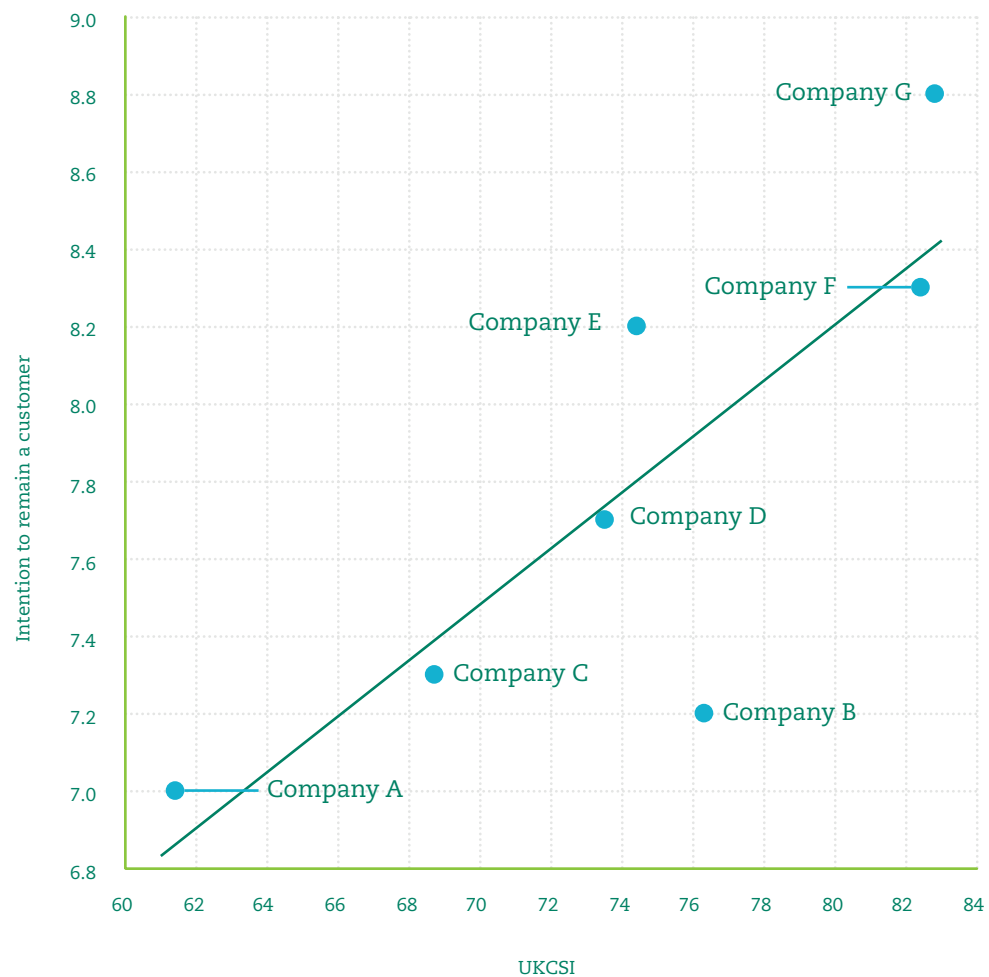
## Customer satisfaction and trust



	UKCSI	Jan-20 Trust*	Jan-19 Trust*
UK all-sector average	76.9	7.6	7.7
Sample	73.6	7.5	7.6
Company A	82.8	8.5	8.6
Company B	82.4	8.3	8.2
Company C	76.3	7.8	8.0
Company D	74.4	7.6	7.9
Company E	73.5	7.2	6.8
Company F	68.7	7.0	7.4
Company G	61.4	5.8	6.0

\*Trust score is based on responses to the question "How satisfied or dissatisfied are you that you trust XX?"  
 1=Exceptionally dissatisfied 10=Exceptionally satisfied

## Customer satisfaction and intention to remain a customer



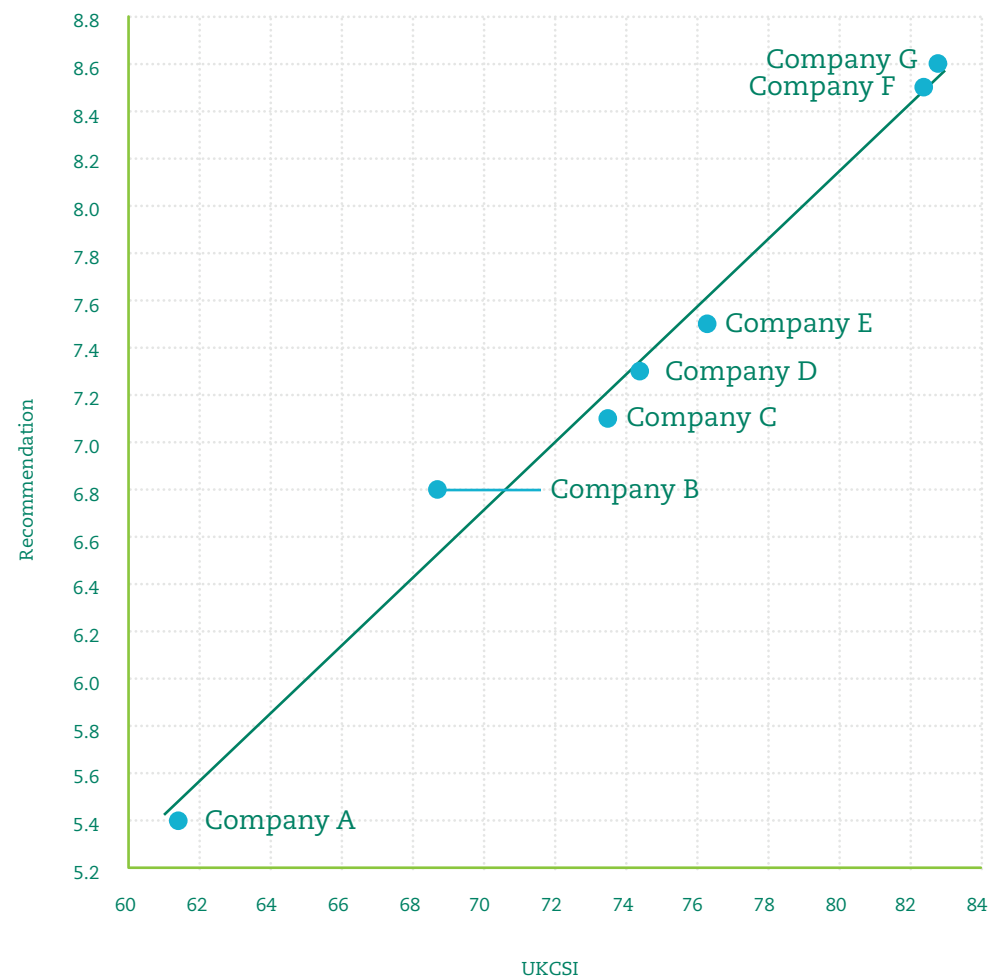
	UKCSI	Jan-20 Loyalty*	Jan-19 Loyalty*
UK all-sector average	76.9	8.0	8.1
Sample	73.6	8.0	8.2
Company A	82.8	8.8	8.8
Company B	82.4	8.3	8.1
Company C	76.3	7.2	7.9
Company D	74.4	8.2	8.3
Company E	73.5	7.7	7.6
Company F	68.7	7.3	8.0
Company G	61.4	7.0	7.4

\* Loyalty score is based on responses to the question "How likely would you be to stay as a customer of XX?"

1 = Extremely unlikely

10 = Extremely likely

## Customer satisfaction and intention to recommend



	UKCSI	Jan-20 Recommendation*	Jan-19 Recommendation*
UK all-sector average	76.9	7.6	7.7
Sample	73.6	7.2	7.5
Company A	82.8	8.6	8.6
Company B	82.4	8.5	8.0
Company C	76.3	7.5	7.9
Company D	74.4	7.3	7.6
Company E	73.5	7.1	6.8
Company F	68.7	6.8	7.1
Company G	61.4	5.4	5.8

\* Recommendation score is based on responses to the question "How likely would you be to recommend XX to friends or relatives?"  
 0 = Extremely unlikely      10 = Extremely likely

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All sector data summary



## Sector data summary

	UK all-sector average	Sample A	Sample B	Sample C	Sample D	Sample E	Sample F	Sample G	Sample H	Sample I	Sample J	Sample K	Sample L	Sample M
Key Measures														
UKCSI	76.9	78.4	79.5	78.4	80.0	73.6	75.2	79.9	80.3	76.7	74.8	79.5	71.2	72.3
Net Promoter Score (NPS)	19.4	25.3	22.5	16.6	33.1	10.5	18.6	36.5	38.3	20.8	8.7	30.9	0.4	-11.1
Customer Effort	4.7	4.9	4.3	4.8	4.2	5.2	5.1	4.3	4.4	4.9	5.1	4.8	4.7	4.7
UKCSI Scorecard Measures														
Experience	78.1	79.3	80.9	79.5	80.9	74.3	76.3	80.8	81.6	77.7	76.1	80.6	73.0	73.9
Complaint Handling	58.8	62.7	65.4	60.9	63.9	50.2	55.9	66.1	65.1	53.8	58.1	66.2	52.8	54.5
Customer Ethos	76.4	78.7	78.5	77.8	79.9	73.1	74.4	79.5	79.7	76.0	74.2	79.7	69.9	71.4
Emotional Connection	76.0	78.8	78.3	77.9	78.8	73.6	74.9	79.1	79.4	76.1	72.9	79.3	69.1	70.2
Ethics	74.9	77.4	77.0	76.7	77.8	72.9	73.4	78.2	77.5	74.5	72.3	77.7	68.2	69.6
Satisfaction Measures														
Experience														
Product/service range	7.9	8.0	8.0	8.0	8.2	7.6	7.9	8.1	8.3	7.9	7.8	8.1	7.5	7.4
Product/service quality	7.9	8.0	8.0	7.9	8.1	7.5	7.8	8.1	8.2	7.8	7.8	8.0	7.3	7.6
Product/service reliability	7.9	8.1	8.2	8.0	8.2	7.5	7.8	8.1	8.2	7.8	7.8	8.1	7.2	7.8
Being kept informed	7.7	7.8	8.0	7.9	7.8	7.3	7.5	7.8	8.0	7.7	7.6	8.0	7.2	7.4
Ease of dealing with XX	7.9	8.1	8.2	8.1	8.3	7.4	7.7	8.3	8.3	7.9	7.6	8.2	7.5	7.5
Billing/Invoicing	7.9	7.9	8.0	8.0	8.2	7.3	7.7	8.2	8.4	7.9	7.7	8.2	7.7	7.5
Price/cost	7.5	7.4	7.8	7.6	7.9	7.2	7.2	8.0	8.1	7.5	7.3	7.8	6.9	6.7
Speed of service/response	7.8	7.9	8.0	8.0	8.0	7.1	7.4	8.1	8.1	7.7	7.6	8.0	7.3	7.3
XX explains information clearly	7.8	7.9	8.1	8.0	8.0	7.5	7.6	8.0	8.1	7.7	7.5	8.0	7.2	7.3
XX makes it easy to contact the right person to help	7.6	7.8	7.9	7.9	7.9	7.2	7.3	7.8	7.8	7.6	7.3	7.8	6.9	7.2
Ease of using the website	7.8	7.9	8.2	8.0	8.0	7.3	7.5	7.9	8.2	7.7	7.6	8.2	7.5	7.6
Helpfulness of staff	7.9	8.1	8.1	8.0	8.1	7.5	7.7	8.1	8.0	7.8	7.6	8.1	7.4	7.4
Competence of staff	7.9	8.1	8.2	8.0	8.1	7.6	7.8	8.1	8.0	7.9	7.6	8.1	7.4	7.4
Complaint Handling														
The outcome of the complaint	6.0	6.3	6.6	6.1	6.4	5.2	5.8	6.4	6.6	5.5	6.0	6.6	5.2	5.6
The handling of the complaint	5.8	6.2	6.5	6.0	6.5	4.9	5.5	6.7	6.5	5.3	5.7	6.5	5.2	5.3
The attitude of staff	6.1	6.4	6.8	6.3	6.4	5.3	5.9	6.8	6.7	5.7	6.1	6.8	5.6	5.8
Speed of resolving your complaint	5.8	6.3	6.5	5.9	6.6	4.8	5.4	6.7	6.3	5.2	5.6	6.6	5.2	5.2

## Sector data summary (continued)

	UK all-sector average	Sample A	Sample B	Sample C	Sample D	Sample E	Sample F	Sample G	Sample H	Sample I	Sample J	Sample K	Sample L	Sample M
Customer Ethos														
Ability to interact with XX in the way you prefer	7.9	8.1	8.2	8.1	8.3	7.5	7.7	8.3	8.3	7.8	7.8	8.2	7.5	7.6
XX cares about their customers	7.5	7.8	7.7	7.6	7.8	7.4	7.4	7.9	7.8	7.5	7.2	7.8	6.8	7.0
XX designs the experience around its customers	7.5	7.7	7.7	7.6	7.9	7.1	7.2	7.8	7.8	7.4	7.3	7.9	6.8	6.9
XX keeps their promises	7.6	7.8	7.8	7.8	8.0	7.3	7.4	7.9	8.0	7.6	7.4	7.9	6.8	7.1
Emotional Connection														
To what extent do you trust the organisation?	7.6	7.9	7.9	7.8	7.9	7.5	7.5	7.9	8.0	7.6	7.3	7.9	6.9	7.0
XX makes you feel reassured	7.6	7.9	7.8	7.8	7.9	7.3	7.4	7.9	7.9	7.6	7.3	8.0	6.9	7.0
Ethics														
Reputation of the organisation	7.5	7.8	7.8	7.7	7.8	7.3	7.4	7.9	7.9	7.4	7.3	7.8	6.8	7.0
XX is open and transparent	7.5	7.8	7.7	7.7	7.9	7.3	7.4	7.8	7.8	7.6	7.2	7.9	6.9	7.0
XX does the right thing in business practices (e.g. for employees/for society)	7.4	7.7	7.6	7.6	7.7	7.4	7.3	7.8	7.5	7.5	7.2	7.7	6.8	6.9
% of customers experiencing a problem with the organisation in the previous three months	13.6%	11.3%	10.0%	9.3%	13.0%	17.8%	16.1%	11.7%	12.2%	15.5%	16.9%	9.5%	19.4%	13.8%
% of customers who have made a complaint/reported a problem in the previous three months	10.5%	9.0%	8.0%	7.6%	9.6%	13.1%	11.9%	9.0%	10.2%	12.0%	14.0%	7.5%	13.0%	11.5%
Thinking about your most recent contact, was everything right first time?														
Yes	80.6%	78.3%	85.7%	84.2%	86.9%	73.8%	77.7%	86.0%	85.9%	79.8%	76.9%	82.4%	76.0%	73.9%
No	12.3%	11.2%	9.1%	9.4%	9.2%	18.0%	14.7%	8.3%	9.6%	15.0%	16.1%	8.6%	15.6%	15.5%
Don't know/not applicable	7.1%	10.5%	5.2%	6.4%	4.0%	8.2%	7.5%	5.8%	4.5%	5.2%	7.0%	8.9%	8.4%	10.6%
Future Customer Behaviours														
Likelihood to remain a customer	8.0	8.0	8.2	7.8	8.3	8.0	8.2	8.5	8.5	7.9	7.6	8.1	7.6	7.3
Likelihood to recommend	7.6	7.9	7.7	7.6	8.1	7.2	7.6	8.2	8.2	7.6	7.3	8.0	7.0	6.7
Likelihood to repurchase	7.7	7.9	7.6	7.5	8.2	7.5	7.9	8.5	8.5	7.7	7.0	8.1	7.4	6.3
% Most Recent Contact														
In person (e.g. visited a store/branch/office)	42.8%	54.5%	41.4%	12.8%	71.7%	58.3%	60.2%	77.7%	53.0%	44.6%	17.2%	22.2%	37.3%	5.4%
Over the phone (e.g. called a contact centre)	16.6%	17.9%	12.0%	35.9%	5.2%	20.5%	12.2%	4.4%	5.0%	19.1%	35.3%	12.1%	7.7%	28.3%
On their website	26.4%	16.6%	28.2%	35.2%	13.3%	11.4%	16.6%	11.3%	32.4%	17.7%	25.6%	53.9%	39.9%	41.7%
Email	6.5%	6.4%	3.8%	8.4%	3.9%	6.2%	5.1%	3.8%	4.4%	9.2%	7.3%	7.0%	7.0%	12.5%
Text	1.0%	0.7%	0.4%	0.6%	0.6%	0.7%	0.9%	0.6%	0.6%	2.2%	2.4%	0.7%	1.3%	1.3%
Web chat	1.5%	0.9%	1.3%	1.4%	0.8%	0.7%	0.9%	0.5%	1.7%	1.2%	5.8%	0.8%	1.2%	2.5%
App	3.2%	0.7%	11.7%	1.7%	3.8%	1.2%	0.8%	1.2%	2.3%	4.8%	5.4%	2.1%	4.1%	2.4%
Social media	0.6%	1.1%	0.5%	0.7%	0.5%	0.3%	0.3%	0.5%	0.5%	0.5%	0.8%	0.6%	1.1%	0.8%
In writing (letter)	1.3%	1.3%	0.6%	3.4%	0.1%	0.9%	3.0%	0.1%	0.2%	0.7%	0.3%	0.5%	0.5%	5.2%

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About the UKCSI

## About the UKCSI

### A barometer of customer satisfaction in the UK since 2008

The UKCSI (UK Customer Satisfaction Index) provides insight into the state of customer satisfaction in the UK for 13 key sectors. The UKCSI is published twice a year, in January and July. Each UKCSI incorporates two sets of data to create a rolling measure of customer satisfaction. The January 2020 UKCSI includes responses from surveys conducted between 20 March to 17 April and 10 September to 7 October 2019.

### Over 10,000 customers

The UKCSI is based on an online survey of over 10,000 consumers, who are representative of the UK adult population by region, age and gender. The January 2020 UKCSI comprises 45,000 responses, 3,000 from each sector except for Transport and Utilities which include 6,000 responses each. Customers are asked to rate their experience of dealing with a specific organisation in the previous three months. Customers rate only one organisation per sector. Each customer can complete the survey for up to five different sectors.

### Over 25 metrics of the quality of customers' interactions and relationship with organisations

Customers rate the quality of their experiences and relationship with organisations on over 25 metrics including employee professionalism, product / service quality, ease of dealing with an organisation, timeliness, complaint handling and attitudes towards trust, reputation, an organisation's

customer ethos and ethical behaviour. Metrics reflect the priorities identified by customers, as well as attributes that show a strong relationship with overall customer satisfaction. The UKCSI also includes measures of customer effort and a Net Promoter Score (NPS). Customers rate organisations on a scale of 1 – 10 except for the question "how likely would you be to recommend xx to friends and family", which is a scale of 0 – 10.

### 259 organisations received a UKCSI rating

These include 247 named organisations and 12 generic providers including "your local Council", "your local restaurant/takeaway" etc. Customers select an organisation to rate from a randomised list of leading and emerging players in each sector which is reviewed before each UKCSI. Customers can also select an organisation to rate that is not on the list. Organisations which exceed a minimum sample size are given a score and are named within one of the 13 sector reports.

### How the UKCSI is calculated

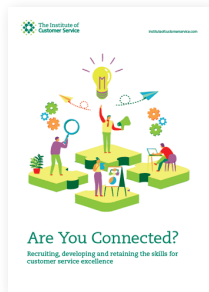
Index scores are expressed as a number out of 100. The UKCSI score for each organisation is the average of all of its customers' satisfaction scores, multiplied by ten, with a weighting applied reflecting the priority score for each measure. The sector score is the mean average of all responses for that sector, multiplied by ten. The overall UKCSI is based on the mean average of each sector's score.

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About our research  
and insight

# Breakthrough research from The Institute



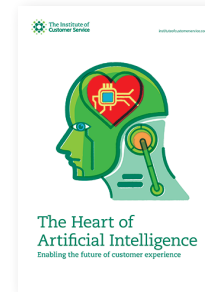
## Are you connected? Recruiting, developing and retaining the skills for customer service excellence

- Highlights the factors that are shaping requirements for customer service skills
- Defines the key skills needed for customer service, from the perspectives of senior managers, employees and customers
- Examines effectiveness of current practice in recruitment, training and development
- Reviews best practice in engaging and retaining employees
- Identifies 9 key enablers, with practical recommendations, for recruiting, developing and retaining the skills for customer service excellence.



## Upfront and Personal: Leveraging data to deliver a genuinely personalised omnichannel customer experience

- Explores customers' attitudes towards use of personal data and experiences with organisations across different channels
- Assesses how effective organisations are in leveraging data to deliver a genuinely personalised, omnichannel experience
- Highlights seven key enablers, with practical recommendations to develop customer-focused omnichannel and personalisation capabilities.



## The Heart of Artificial Intelligence: Enabling the future of customer experience

- Investigates how and why organisations are deploying artificial intelligence in a customer experience context
- Assesses customers' current use of artificial intelligence and attitudes towards its wider implementation
- Examines employees' experience of artificial intelligence and their perceptions about how it affects the customer experience and their job role
- Identifies the key enablers for successful deployment of artificial intelligence in a customer experience context.



## Productivity UK: Generating sustainable value from service

- Defines the key characteristics of service productivity
- Assesses the current state of productivity in the UK and its impact on customers and organisations
- Examines how organisations can improve productivity to deliver better customer satisfaction, employee engagement and performance
- Recommends a practical framework to improve and measure productivity.

To find out more about The Institute's research programme, contact us at:  
T: 0207 260 2620 | E: [enquiries@icsmail.co.uk](mailto:enquiries@icsmail.co.uk)

# A summary of benefits of Institute membership\*

Thought leadership	Breakthrough research	Annual conference					
Networking and knowledge sharing	Member forums			<ul style="list-style-type: none"><li>· Website members' area</li><li>· Customer Focus</li><li>· e-Newsletter</li><li>· Social media platforms</li></ul>			
Insight	ServiceMark	Business Benchmarking	ServCheck	UKCSI sector report	Bespoke research	Workshops and masterclasses	Insight consultancy
Benchmarking							
Accreditation		TrainingMark	Approved Centre Accreditation				
Developing people				ServiceFocus suite of customer service training		<ul style="list-style-type: none"><li>· Professional Qualifications</li><li>· Professional development forums</li></ul>	
						Management Qualifications	
Increasing the profile of customer service	All Party Parliamentary Group		UK Customer Satisfaction Awards		National Customer Service Week		

\* Membership benefits vary by membership type. For further information contact us at [enquiries@icsmail.co.uk](mailto:enquiries@icsmail.co.uk)



# The Institute of Customer Service

We are the independent, professional body for customer service. Our purpose is to enable organisations to achieve tangible business benefits through excellent customer service aligned to their business goals; helping individuals to maximise their career potential and employability by developing their customer service skills.

We provide a framework for our members to share and learn from each other's service delivery experiences and offer wide-ranging support for continuous customer service improvement. As the professional body we are independent – setting standards so that our customers can improve their customers' experiences and their business performance.

The Institute is secretariat to the All Party Parliamentary Group on Customer Service.

Key activities undertaken by the Institute include:

- Research and reports on the latest customer service trends and thinking
- Publication of the UK Customer Satisfaction Index (UKCSI) twice a year
- Benchmarking to identify areas for improvement by surveying your customers and employees
- Accreditation of organisations' commitment to and achievement in customer service
- Training and accreditation programmes for customer service professionals
- Professional qualifications for individuals at all stages of their career
- Public policy development.

For further information please visit [www.instituteofcustomerservice.com](http://www.instituteofcustomerservice.com)

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