SERVICE CULTURE BAROMETER®
A unique tool for service excellence, a measure of Consideration Symmetry
What was missing was a tool capable of producing scientific proof of the correlation between customer satisfaction and the quality of managerial relationships, perceived largely intuitively until now.

Measuring service culture: a challenge, a revolution…

Since the creation in the USA, in 1995, of the renowned indicator of customer satisfaction, the American Customer Satisfaction Index, countless rankings have been devised to measure the quality of customer relationships, customer satisfaction and the motivation and well-being of employees. It can get pretty confusing… So why the Service Culture Barometer© today?

Measure service culture from a 360° perspective

Until now, there was no indicator that provided a 360° perspective for companies. At the Académie du Service, we are convinced that customer satisfaction and employee job satisfaction go hand in hand. The concept of “consideration symmetry” has, for several years now, driven our strategy for kindling a new spirit of service within companies. It was necessary, then, to develop a holistic vision of the global equation between customer satisfaction and quality of managerial relationships. Drawing on the rich scientific literature on this subject, our concern was to translate this discourse into actionable tools for companies.

Take advantage of a scientific methodology

What was missing was a tool capable of producing scientific proof of this correlation, perceived largely intuitively until now. Such a tool is what we offer today, a tool that uses a methodology developed by a scientific advisory board made up of research professors and independent experts widely recognized in the fields of marketing and the management of services.

Ensure the effective management of the company

We also wanted to go beyond an isolated measurement approach and offer companies an integrated tool for service excellence. Indeed, the advantage of the Barometer is that it can drive management decision-making: it enables the firm to assess its performance over time and to compare it with that of other companies in the same sector.

The Barometer is aimed at both B2C and B2B companies. We wanted this dual functionality because experience shows that the methods for achieving success are the same in the two domains. Only the method of constituting the representative sample of customers differs.

Enabling a global vision of a company’s service culture through a dual focus on both customer satisfaction and employee engagement, providing a tool to facilitate excellence in management decision-making: this is the transformative dimension, the “little revolution”, of the Service Culture Barometer©.

Jean-Jacques Gressier
CEO, Académie du Service
THE SERVICE CULTURE BAROMETER®

A ground-breaking measurement tool

For the consumer market, an annual national barometer

Conducted every year in France and the UK with a representative panel of the population, the surveys Les Français et les services and The UK and Services provide a reference and comparison framework for any company wishing to learn about the evolution of service culture in its national market.

Two conjoint surveys

These two “radar images” enable the management of customer satisfaction and employee engagement.

SURVEY 1

Customer satisfaction and perception of service engagement

SURVEY 2

Employees’ commitment to service culture

Thanks to this, one can better understand the correlation between customer satisfaction and an organization’s service culture.

B2C & B2B Packages

Any company that would like a specific study of its sector can take advantage of our packages.

A tool for analysis and comparison

Each participating company will receive, during a working seminar with Académie du Service consultants, an extensive confidential report on the results of the two surveys. The indicator scores will give the company the means to understand which levers to activate in order to durably install the service and management behaviours that will enable it to improve its competitiveness.

An example of results
Combine a scientific approach with a *rigorous* methodology

Our methodology has been validated by a scientific advisory board made up of research-professors and professionals, all recognized for their expertise and know-how, in marketing and the management of services. The board is the guarantor of the impartiality and scientific exemplarity of the Barometer.

The methodological principle used in the different surveys is based on a concept employed by the Académie du Service in its work with its partners: “consideration symmetry”. Founded on a vast scientific literature (1), it posits a correlation between employee job satisfaction and customer satisfaction. The processing and analysis of the surveys is conducted by a recognized third-party provider, INIT, the leading French specialist in customer relations.

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1/ **Quality**: perceived level of performance along the five SERVQUAL (2) dimensions
- Tangibles: Physical facilities, equipment, appearance of personnel
- Reliability: Ability to perform the promised service dependably and accurately
- Responsiveness: Willingness to help customers and provide prompt service
- Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: Caring, individualized attention the firm provides its customers

2/ **Value**: perception of the degree of value-for-money of the product and service.

3/ **Perception**: a posteriori and cumulative, of the gap between what is expected and what is obtained. The measure of the degree of satisfaction is favoured over the affective dimension of satisfaction.

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In this study, a correlation of 0.27 (average) is observed between ES and SQ. In a more fine-grained analysis, it is the argument that employees’ job satisfaction leads to greater productivity that is stronger than the emotional contagion effect (the affect of employees’ induces similar affect in customers) and the service climate (atmosphere at work) effect.


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**Control Questions**

- What is your experience in the company?
- How much of your time is devoted to interacting with customers?

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**Loyalty**

- Intention to maintain the relationship and continue purchasing
- Recommendation (as defined by the Net Promoter Score, NPS)
- Adoption of new services and products

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**The Structure of the Scale**

**BASED ON FOUR ELEMENTS:**
- The atmosphere at work
- Organizational commitment
- Customer orientation: this concept corresponds to an intuition of the customer’s state of mind and includes elements of a sales orientation (SOCO)
- The quality of the service delivered to the customer as it is perceived by the employee.

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**The Customer Questionnaires**

**The Quality of the Experience**

- Trust
- Attachment
- Justice

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**The Employee Scale**

**The Quality of the Relation**

- Trust
- Attachment
- Justice

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**The Control Questions**

- What is your experience in the company?
- How much of your time is devoted to interacting with customers?
Service Culture:
A transformative change for companies

A strong differentiation factor
The border between products and services, from a marketing perspective, has never been more porous. Faced with fickle consumers spoilt for choice, companies are increasingly coupling products and services. When product or price is no longer the only differentiating factor, the real difference is made by services, together with internal quality and perceived quality. This situation poses a real challenge to companies.

A new source of value creation
Services in themselves may produce new sources of business and even generate much higher margins than products do. The service dimension concerns all types of companies that often think service only concerns the personnel who provide services. They soon realize, however, that service concerns everybody, that the whole organization must be centred on the end consumer.

In the corporate genes
The constitution of a service culture is, then, an essential component that must be written into the company’s DNA right from the founding of the firm. It must find expression in the commitment of all employees, united by common values, to satisfy customers.

Create a link between trust and productivity
Within the company, the accent will be placed on the satisfaction of employees: each one will be treated as a customer. This approach aims to facilitate listening and develop trust throughout the organization. Such a managerial strategy has an immediate effect on service quality and makes for engaged team members united in their focus on the customer. Indeed, employees’ job satisfaction and commitment significantly increase their involvement and productivity.

CONSIDERATION SYMMETRY
The term “consideration symmetry” was coined by the Académie du Service to describe a situation in which the quality of the relations between customers and the company is the same as the quality of the relations between the employees and the company. At the Académie, when we work on a set of standards for services, we automatically work on a parallel set of standards for management, from the local manager to the regional manager and all the way up to the top executive team. If there is an inconsistency in the managerial chain, things come to a stop, because it is always the behaviour of those on top that set the tone for everyone else. Managerial quality and exemplarity are essential. Consideration symmetry demands in-depth changes in a company’s culture, across the entire corporate hierarchy. Managing numbers is often given higher priority than managing people. Service projects provide an ideal opportunity to enhance the profile of all functions in the firm, from frontline personnel providing services directly to customers right up to top management.

What is at stake is to know whether the customer journey imagined by the company, in terms of marketing, will in fact be experienced by the customer each time he or she phones, pushes open the store door or visits the internet site. It’s the management and the employees who will make the magic of all that.

Jean-Jacques GRESSIER

SERVICE CULTURE: SHIFT YOUR FOCUS

- Focus more on the human element than on the product or technique
- Aim for 100% customer satisfaction rather than zero defects
- Develop a service relationship based on listening, understanding and recognition
- Go for consideration symmetry at all levels
- Reward independence and initiative by empowering employees
L’ACADEMIE DU SERVICE

A professional service firm…

The Académie du Service is a European leader in corporate consulting services for the development of service culture and the improvement of customer relationships. An offspring of AccorHotels, the Académie du Service has, since 2004, been accompanying organizations in their evolution towards a service culture. In September 2011, thanks to a management buyout, the consultancy became an independent entity. It is established in Paris and London.

With three core businesses…

- Service strategy consulting
- Training and assistance in organizational change
- Performance metrics, communication and managerial facilitation

R&D, conferences and publications

The Académie du Service has accompanied over 250 companies, public service bodies and other institutions, from all sectors, in France, the UK and internationally.

OUR VISION, OUR CONVictions

Combine management and the marketing of services

The Académie du Service is an organization of men and women driven by a passion for service and expert in all its aspects.

These professionals train their clients in service culture. They base their work on two essential disciplines: management and the marketing of services, which they constantly link together so that change becomes durably transformative.

Place the human at the heart of all thinking

All service relations are above all human relationships. The professional concerned, however, is often alone in their conduct of the relationship, deprived of managerial assistance when faced with a customer who expects a rapid response. And yet, face-to-face with the customer, the professional is the ambassador of the company.

The firm must focus its energy, then, on these professionals: develop objectives and tools, and thereby give coherence and meaning to their actions. To address the issues of meaning, service and transformation is, in effect, to pose the question of the individual in the company: what is his or her place? What is his or her role?...

Develop the meaning of work

All too often, employees find themselves faced with a loss of meaning at work: what’s the point of my job? I am here to meet sales objectives or to deliver a service useful to the person I’m dealing with?

To serve is to render a service: one can only do this effectively by understanding why one does it and what benefit one is providing the customer. Companies are called upon to understand the meaning of their mission; to stay competitive, especially in terms of service, they sometimes have to revise the mission extensively.

Respect consideration symmetry

To be effective, service strategies have to include consideration symmetry: positioning employees as customers in the definition of management principles. Such a positioning makes each business function meaningful, from front office to back office, from head office to local branches.
To find out more about the Service Culture Barometer

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