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A STUDY on **PLANNING CSM STRATEGY** of
GOVERNMENT-FUNDED RESEARCH INSTITUTE

- A Case Study in KISTI

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Background

- Public-service Customer Satisfaction Index(PCSI) has been applied to the public sector in Korea since 2007(C. Lee and Y. Yi)
- While KISTI has taken its customer satisfaction survey every year, it plans various CS activities and strategies.
- The customer satisfaction index for KISTI services seems to be stagnant.
- In order to achieve KISTI vision, creating values for customers and becoming a science & technology milestone institute, KISTI should provide its services considering the changing customer trends and paradigms as well as the service usefulness and attractiveness .

What Is CSM?

CSM(Customer Satisfaction Management)

is a way to achieve this philosophy. (J. Kim)

To become first-class enterprise, it is required not only to be competitive but also to run the enterprise with customer-centered management.

People who receive with high quality by private companies expect similar quality of services from government-funded research institutes. In this context, KISTI has tried to raise its services competitiveness by differentiating its services among similar research institutes and improve quality of services with an innovative management method, CSM.

What Are Customers?

Customers

were derived from a word 'custom' which means the usual way of acting in given circumstances.

It can be defined not only as a consumer buying products or services in narrow context but also as people affecting custom transactions or making relationships intimacy in broad context.

In this perspective, everyone except me can be a customer. In KISTI, we classify customers into internal customers and external customers.

Internal customers can be point of contact staff, colleagues working together and supporting departments.

External customers can be service users such as students, researchers, and professors, or organizations, like service or product providers.

The Necessity of “CSM”



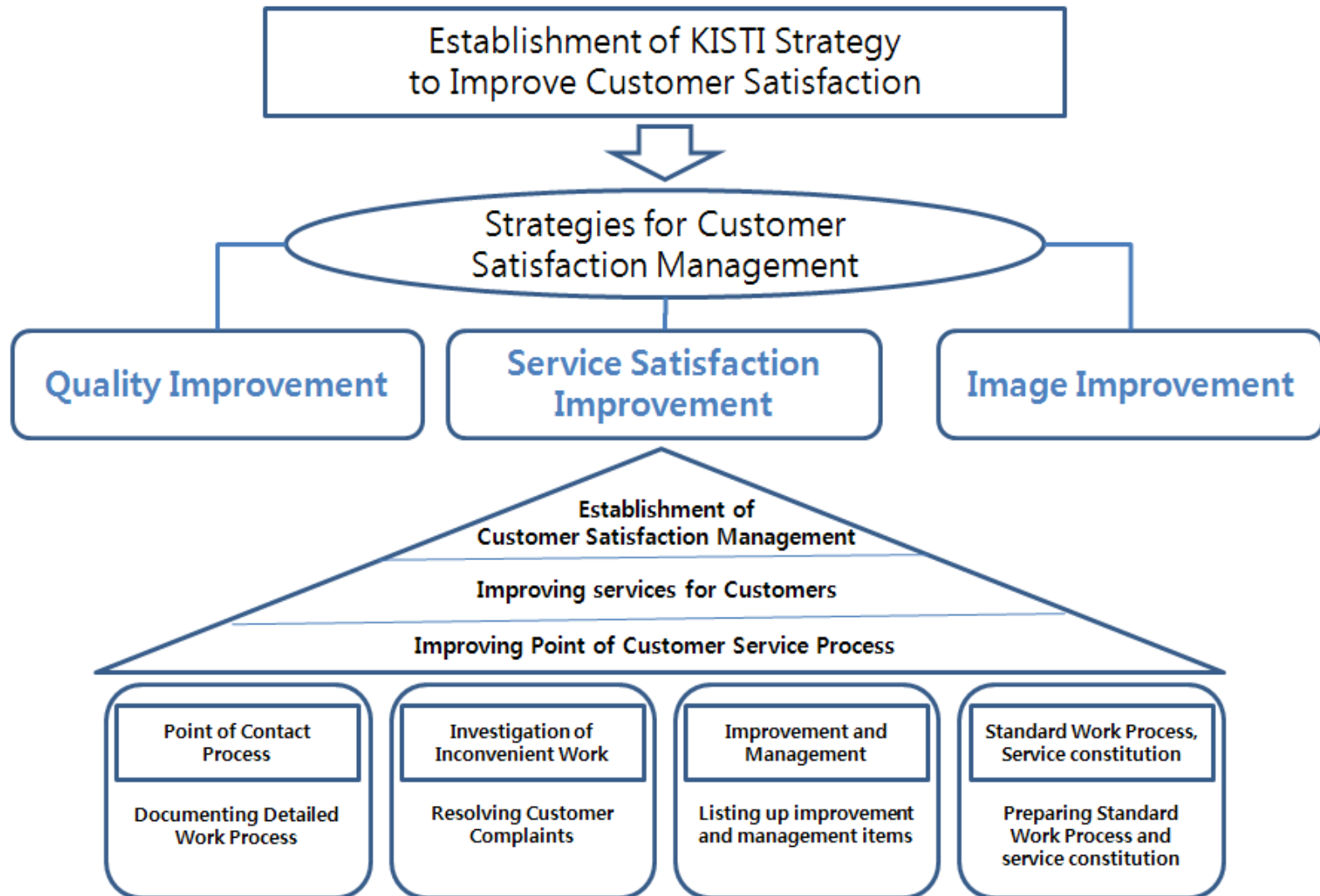
is a government-funded research institute designed to maximize the efficiency of science and technology R&D and support high-tech R&D for researchers.

has laid the foundation for sophisticated R&D by collecting science and technology information from countries around the world and providing the information to companies and research institutions.

has supplied customized information analysis service to enable researchers and small & medium sized companies to make a right decision on time and has contributed to maximizing research efficiency through building the world-class supercomputing and research network.

is serving about 1 million customers and 7,500 organizations.

KISTI Strategies for CSM



CSM Strategies Are

Quality Improvement

Update of Service Process
Customer-defined Service sector
ISO 10002 Certifications

Service Satisfaction

Service Education for MOT
VOC Collection and Feedback(using NPS)
One researcher Support One Business

Image Improvement

Reinforcement of Service Public Relations,
Reinforcement of Outside Activities
Publicity of R&D Results

- MOT : Moments of Truth
- VOC : Voice of Customer
- NPS : Net Promoter Score(K. Kim and S. Ree)

Enterprise Service Planning

KISTI's activities were categorized as 5 kinds of main work types and 10 core areas.

According to these work types, we selected core customers and customer groups. The TF members had meetings with external consultants discussing various methods to improve their work.

The Customer Satisfaction (CS) team organized several trainings around year. All the employees in KISTI participated the CS mind training.

The TF members participated in CS leader training.

CS contact staff participated in CS point of contact training. CS managers for each work area participated in CS expert training.

In total, the CS team hosted 17 CS trainings.

KISTI's Core Customers

Work Type	Core Areas	Core Customers
Equipment/Infrastructure Service	Construction and Operation of Supercomputing Service	Industry (10%) Academy (50%) Research (40%)
	Construction and Operation of KREONET Service	
R&D Project	Project from Government	Government (100%)
	Project to Other Organization	Academy (80%) Research (20%)
Providing Information Service	National Digital Science Library	Industry (50%) Academy (30%) Research (20%)
	National S&T Information Service	
Supporting Community Service	KOSEN	Industry (40%) Academy (50%) Research (10%)
	Association S&T Information	
Supporting Technology expertise/diagnosis Service	Supporting supercomputing for SMEs	Industry (100%)
	Supporting technology commercialization for SMEs	

Application Results

Year	2009	2010	2011	2012	2013	2014	2015
Customer Satisfaction Index	79.5	87.2	87.2	87.1	87.7	87.1	89.3

○ KISTI has taken the survey based on the PCSI

○ After the CSM has been applied to KISTI services, the Customer Satisfaction Index of KISTI got dramatically improved (7.7 scores) in 2010 and maintained the 'quite good' grade ever since.

Conclusion & Discussion

CSM as well as responsibility management **is one of ultimate goals** among government-funded research institutes.

- 1) **The innovation of customer satisfaction** in government-funded research institutes should come from recognition that customers are not different between private and public sector.
- 2) **Research institutes** should introduce certificate services and quality system such as ISO.
- 3) **We** should make efforts to improve customers' trust because customer satisfaction depends on customers' convenience and trust.
- 4) **The mind change** of internal staff is important.

True customer centered management would be achieved if professionalism, not mere temporary kindness or convenience for customers, is disseminated within the organization.

Reference

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