

**PROCESS ISSUES IN CUSTOMER SATISFACTION
MEASUREMENT AND MANAGEMENT**

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In the conventional literature of marketing the measurement of customer satisfaction, and the appropriate reaction to these measurements by management, is central to the implementation of the marketing concept and implicit in recent conceptualizations of market orientation. This centrality is reflected in the widespread advocacy of customer satisfaction measurement in the prescriptive practitioner literature, and the adoption of customer satisfaction management approaches.

This paper suggests that there is a major lacuna in the conventional treatment of customer satisfaction management, relating to the organizational implications of such systems and their adoption by management.

This paper poses three challenges to the conventional view of customer satisfaction measurement and management strategies.

First, we argue that the conventional view of customer satisfaction measurement and management is dominated by the development of analytical technique, while a

multidimensional processual view leads us to conclude that greater attention should be given to behavioral and organizational process attributes, and the consistency between these and the analytical process dimension.

Second, this view is reinforced by adopting an internal market perspective which recognizes the internal customer, and mirrors the attributes of external customer satisfaction/dissatisfaction in internal customer satisfaction/dissatisfaction.

Third, exploratory interviews with executives suggest that there are many organizational and behavioral barriers to the effective implementation of customer satisfaction measurement and management, which go far beyond the simple resistance to change and are largely ignored in the conventional literature.

This suggests a very different management agenda required in this area, compared to that currently recognized. We conclude with a preliminary research model currently being tested through survey and case study research.