

# INSIGHTS FROM THE AMERICAN CUSTOMER SATISFACTION INDEX

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# INSIGHTS FROM THE ACSI

## DOES HIGH CUSTOMER SATISFACTION PROTECT MARKET VALUE IN A FINANCIAL CRISIS?

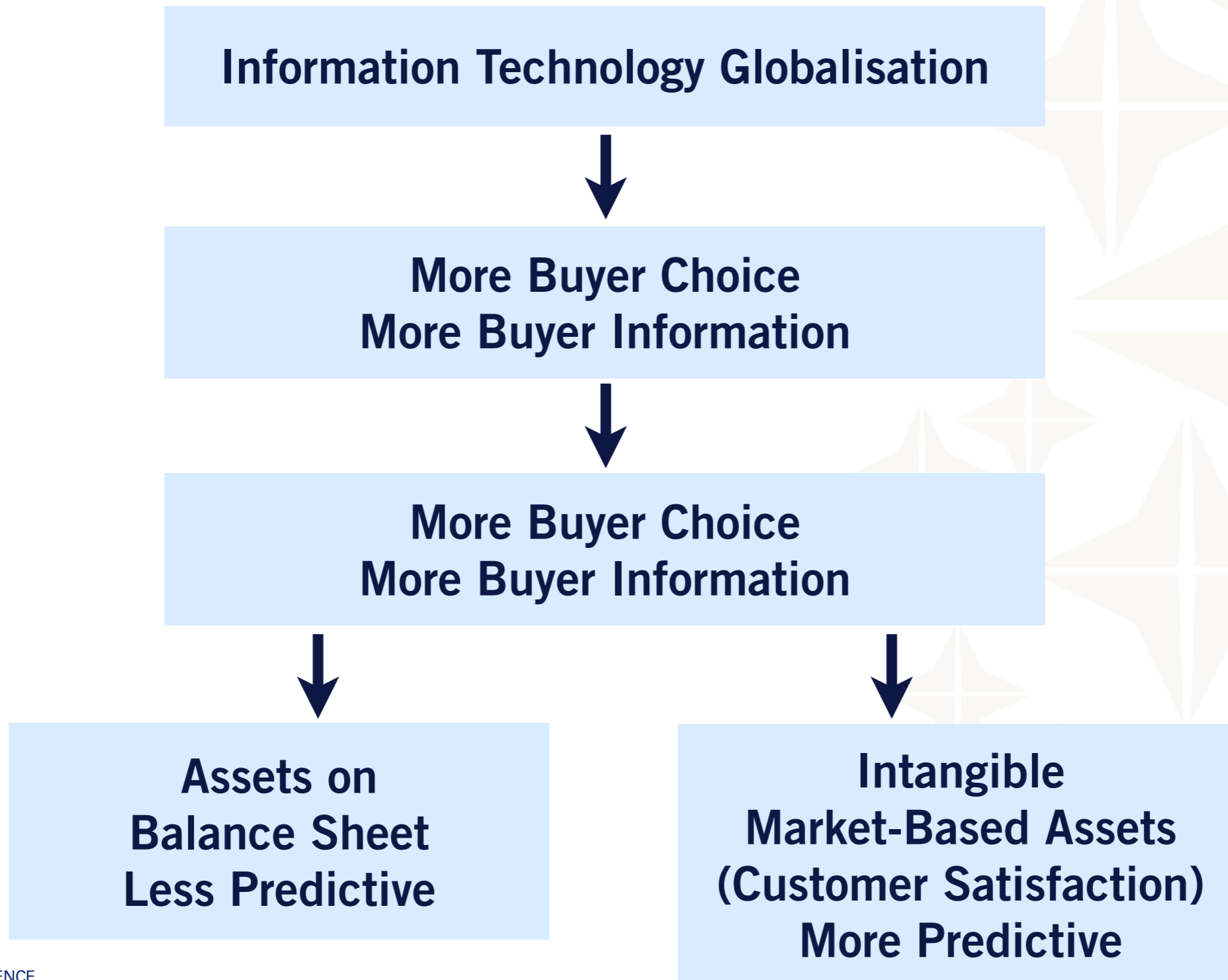
### **Professor Claes Fornell**

**The Donald C. Cook Professor of Business  
University of Michigan**

Remarks at the First Anniversary of the Customer Satisfaction Index of Singapore  
The Institute of Service Excellence at Singapore Management University  
20 April 2009



# FINANCIAL MARKETS AND MARKET-BASED ASSETS



# STOCK PRICES IN THE 2008 RECESSION

**Top Performer:**



**+ 0.11%**

**Worst Performer:**



**Charter - 90%**

Kroger  
ACSI Best in Class

**ACSI = 77**

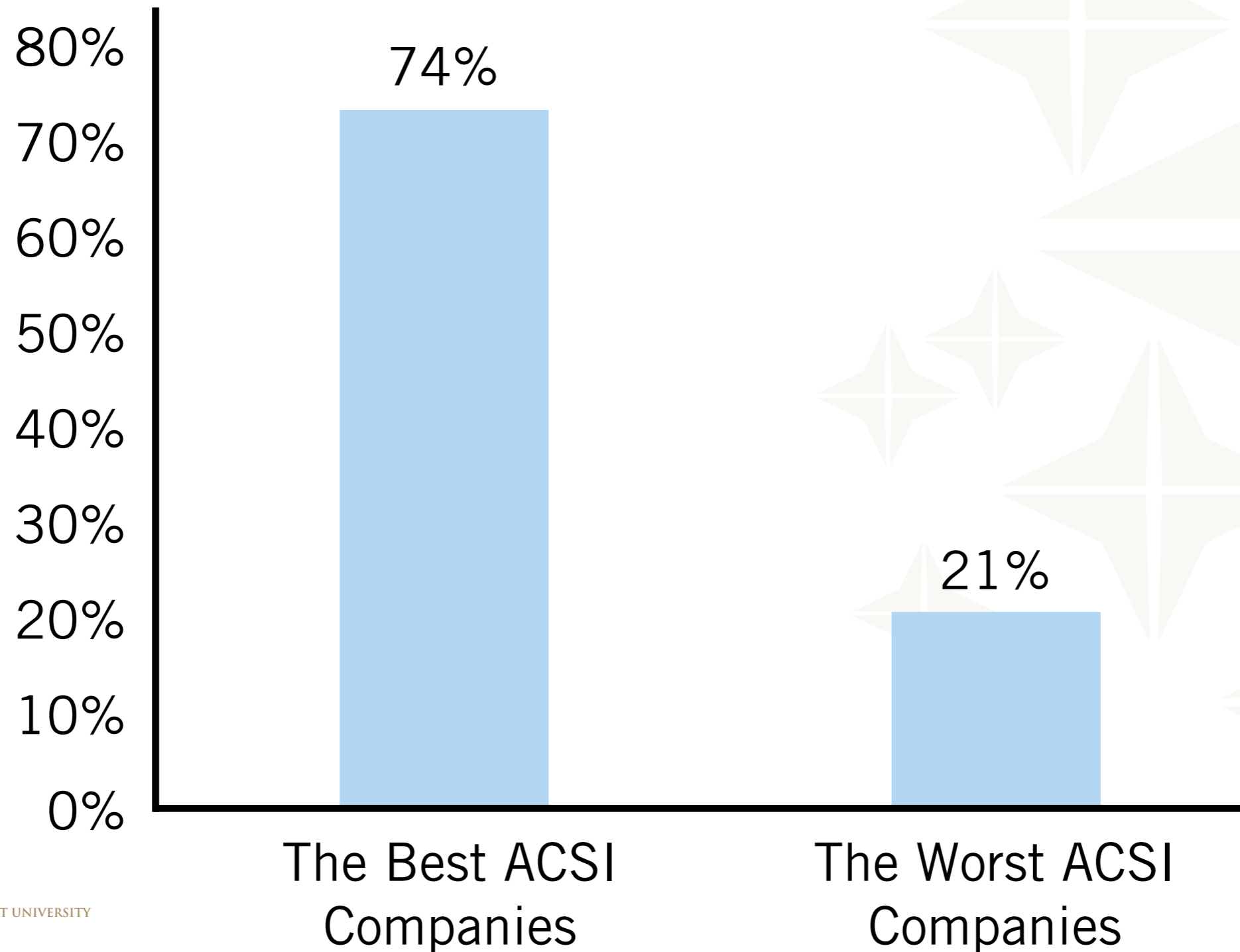
Charter Communications  
ACSI Worst in Class

**ACSI = 54**

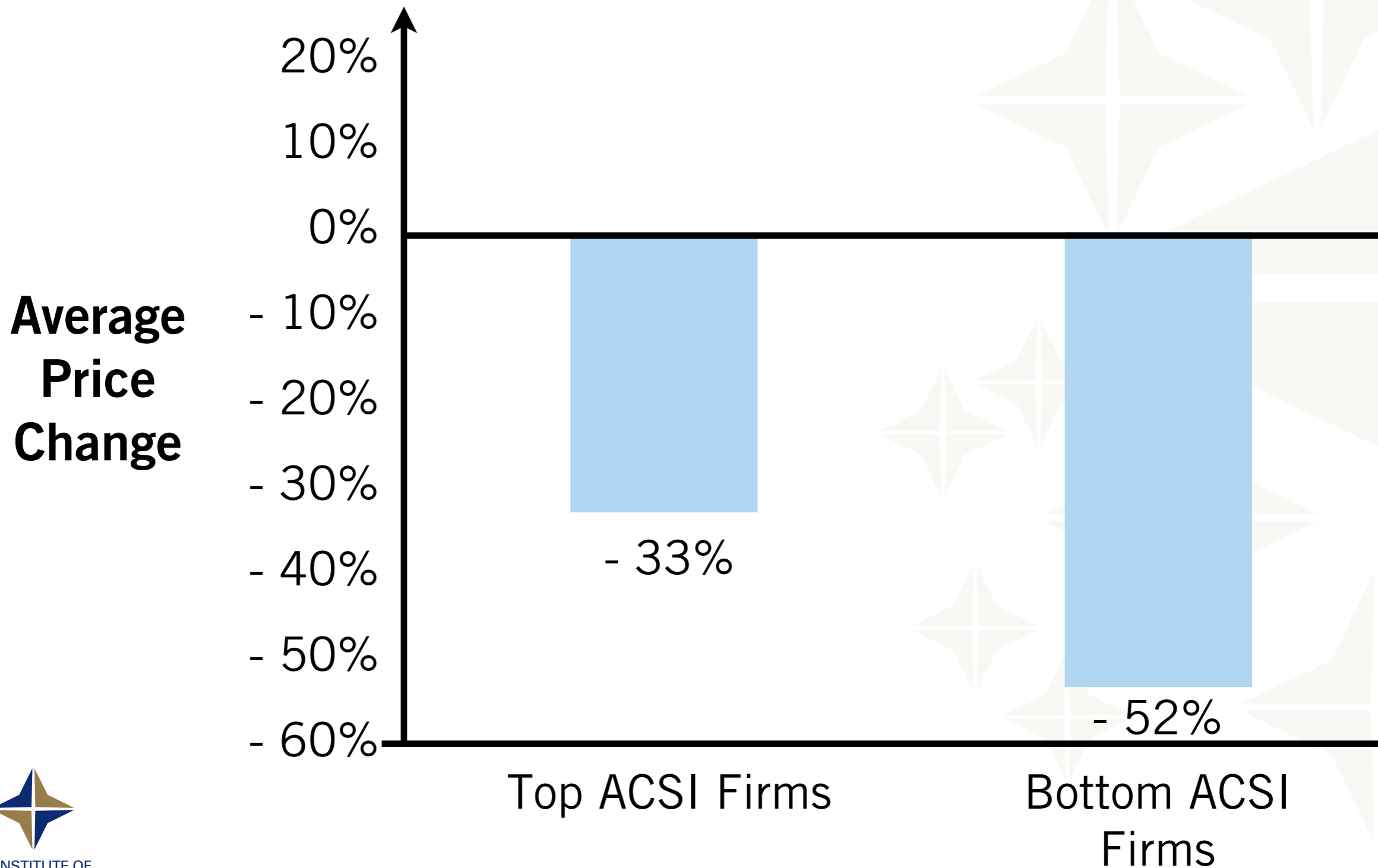


# STOCK PRICES IN THE 2008 RECESSION

## Who did better in its industry?

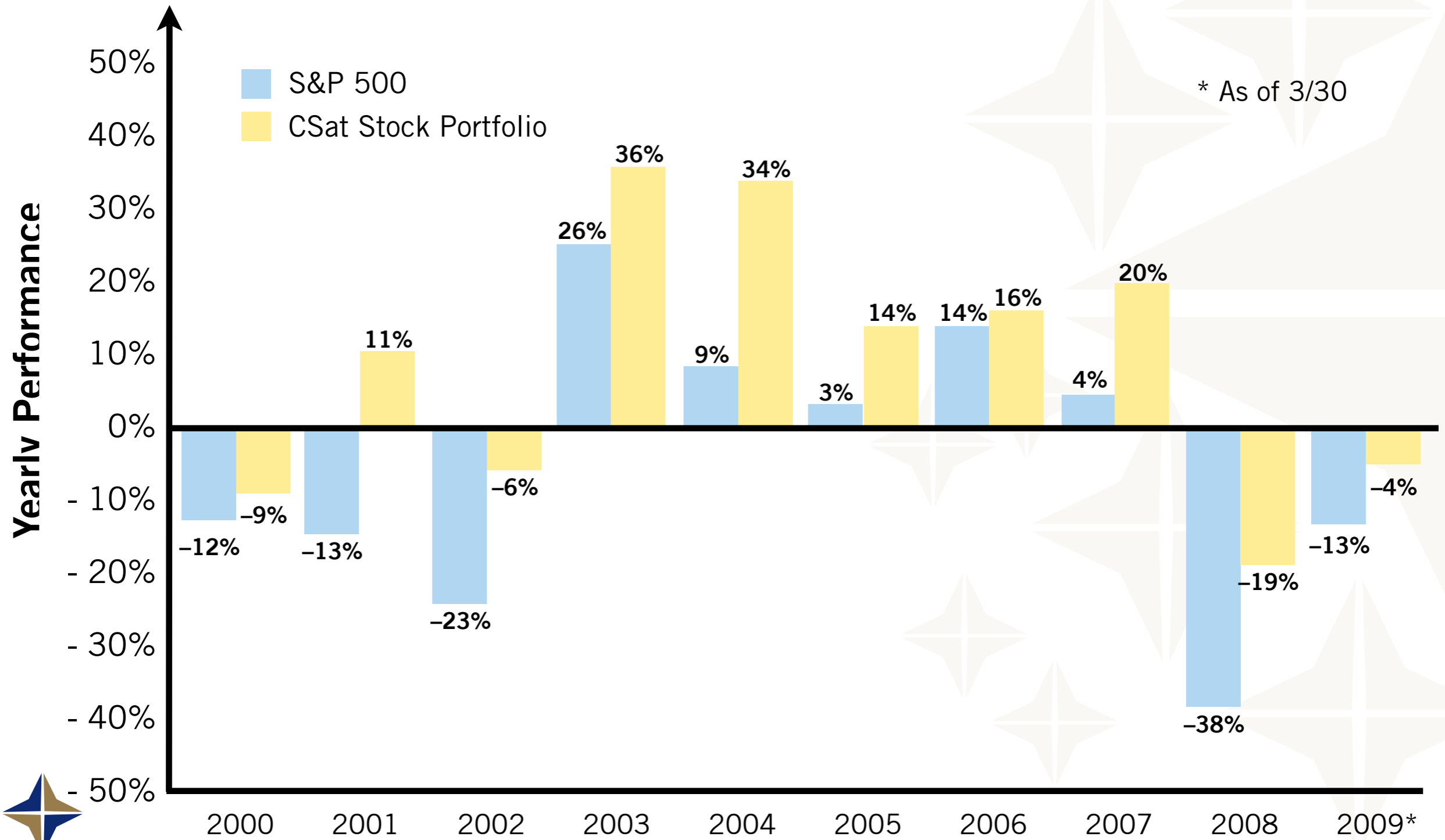


# STOCK PRICES IN THE 2008 RECESSION



# HIGH RETURNS – LOW RISK

## CSAT STOCK PORTFOLIO 2000 - 2009 \*



# BETA RISK

What was the market exposure of the CSat Portfolio in 2008?

**52%**

**(Market down 39%)**



What was the market exposure of the CSat Portfolio in 2006?

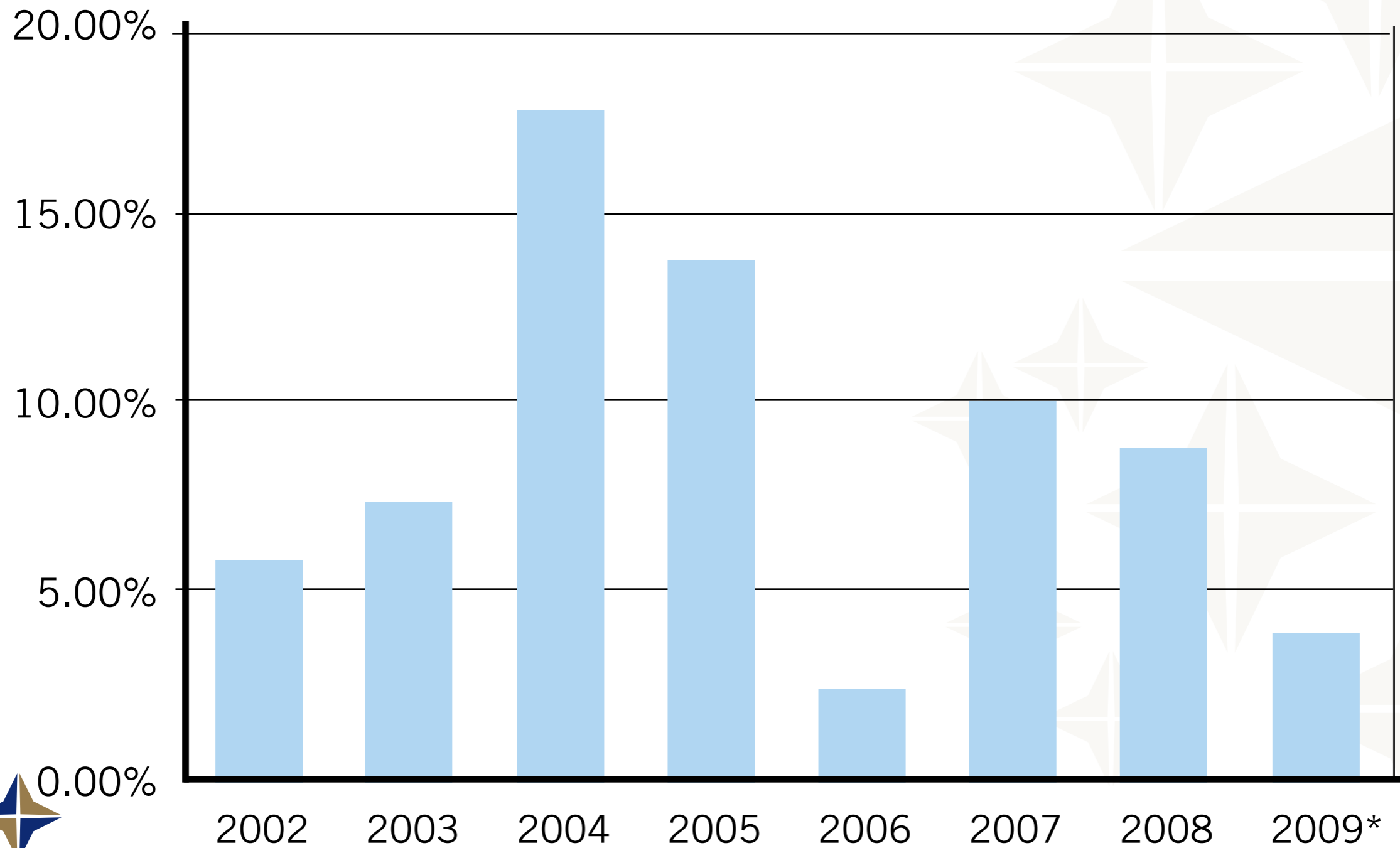
**98%**

**(Market up 14%)**



# EVEN LOWER RISK – MARKET NEUTRAL

## Net Performance



# CONCLUSION

**Firms with highly satisfied  
customers do better in up-markets**

**AND**

**Are better protected in down-markets**

