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**Title**

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*Customer Satisfaction Management: striving for a more satisfied customer or for a more trusting citizen?*

**Abstract**

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Customer Satisfaction Management is one of the key tools of modern quality management in public administrations. But, born out of New Public Management, it was quickly criticised for focusing on a construct alien to the public sphere, the *customer* and on a concept that ought to be peripheral to public action, namely *satisfaction*. If one adds to this the suspicion engendered in certain quarters by the concept of public sector management, CSM becomes an altogether problematic construct.

This presentation shall address these tensions by discussing the evolution of CSM, its contribution to public management and to public governance and, in fine, its potential role in the current public sector crisis.

**Outline of the Presentation**

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Emergence of CSM and of New Public Management – Where does it come from, why has it merged?

Concept & objectives of CSM – What is it, why do we use it?

Tools and mechanics – What are the various approaches used and how do they work?

Public Sector Management / Public Sector Performance – How does CSM fit within the wider discussion on Public Performance and on Public Governance?

International examples – How is CSM used abroad? Using the case of Canada and of France.

Benefits of CSM – In the current environment (political instability, financial crisis, legitimacy crisis) what can be the benefits of using CSM?