

# CLARK INTERNATIONAL AIRPORT CORPORATION

Locator Feedback Report  
October 16, 2020 – November 04, 2020

Clark Freeport Zone, Pampanga, Philippines  
[www.clarkairport.com](http://www.clarkairport.com)

**NON-DISCLOSURE AND CONFIDENTIALITY STATEMENT ATTACHMENTS**

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## EXECUTIVE SUMMARY

This report presents the perceived level of satisfaction among CIAC locators. The survey was conducted on October 16, 2020 to November 04, 2020. It aimed to provide a third-party assessment. Based on the findings, the following conclusions were derived:

1. Majority of the respondents were satisfied with the overall CIAC's services.
2. "Timely response" and "Accommodating staff" were the top reasons for satisfaction. "Improve payment process" was the reason for negative locator's experience.
3. Locators were very satisfied with the staff and organization attributes.
4. Locators were satisfied with the lease attributes.
5. Locators were satisfied with the complaints handling and records keeping attributes.
6. Locators were very satisfied with the information and communication attributes.
7. Locators were satisfied with the information and communication (website) attributes.
8. Locators were very satisfied with the facilities attributes.
9. Majority of the attributes of staff and organization have significant, positive relationship to the locators' overall level of satisfaction.
10. Majority of the attributes of lease have significant, positive relationship to the locators' overall level of satisfaction.
11. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.
12. All the attributes of information and communication have no significant relationship to the locators' overall level of satisfaction.
13. Majority of the attributes of information and communication (website) have no significant relationship to the locators' overall level of satisfaction.



14. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

## **INTRODUCTION**

Amidst the airport's privatization, the remaining entity of CIAC is refocused in forging several strategic partnerships to further develop prime government land at the aviation complex for commercial use in the next two to three years, while managing a mixture of a world-class airport, cargo shipping facilities and a robust business and commercial hub—that will redound to the creation of revenue sources for the national government.

The GCG is focused in strengthening every GOCCs' client management system; hence, this survey. The viewpoint of the locators alongside the basic services offered by CIAC will provide empirical findings as to what particular aspect of the services that should be improved.

The primary feedback given by the locators in the context of this survey included the 6 aspects – (1) staff and organization, (2) lease, (3) complaints handling and records keeping, (4) information and communication, (5) information and communication (website), and (6) facilities.

## **PRE-TEST RESULTS AND REPORT**

### **THE SAMPLE INSTRUMENT AND STIMULUS MATERIAL**

(See attached. Participant: Jodan Ramos of Global Square Plaza Philippines Corporation)

To ensure the collection of high- quality data, the third-party service provider conducted the instrument pre-test. Per the total number of respondents and per page 18 of the GCG guideline, a single pre-test is sufficient for the respondent sample size.

The team conducted an undeclared pilot survey (administered the survey to the respondent as if it is the real and full-scale survey), to ensure getting the nearest actual output. Pre-test took a total of 10 minutes; that is, from 13:53– 14:03 and respondent immediately took the call at the first attempt.

The pre-test intended to:

- Capture any problems with the skip patterns (questions that should not be asked of respondents or are not applicable)
- Identify problems that respondents may have with the survey
- Point- out additional information that needs to be included
- Mention things that need to be clarified
- Ensure survey's wordings are easily understood, clear , and not confusing for the participant
- Add response options survey creator did not anticipate a need to be included
- Estimate total time that will be consumed to finish the survey
- Add suggestions for improvement

From the pre-test, the team was able to detect areas in need of improvement at the questionnaire, as follows:

- a. Details needed at the Respondent information (front page) and Socio- demographic profile (back page) may be merged and altogether inquired to the respondent in consideration of timeliness. This is also for the respondent to be able to concentrate in answering the satisfaction response scales at the evaluation part of the questionnaire.
- b. Distinction among questions must be immediately pointed out to respondent since confusion may arise due to resemblance of characteristics being evaluated. Items pertaining to one area may be clustered in one question. This prevents the respondent from losing interest in the survey.
- c. A quick introduction on the items being assessed is helpful for the respondent to accurately pick- up the context of the question being asked.
- d. Abbreviations have to be used to keep up with the information being dictated by the respondent. Responses must be immediately and clearly written and logged after the interview.

Based on the pre- test, the following data were also affirmed:

- a. The questions are appropriate for the type of respondent but some data being asked may not be readily available to the respondent such as amount of asset values.
- b. Instructions can be easily understood and followed.
- c. The survey material is simple but is lengthy especially for a phone interview.
- d. Since survey material may not be altered, support questions may be added by the interviewer or an introduction on the matter being assessed may be given beforehand.

As a result of the pre- test, the team undertook the following strategies for the furtherance of the conduct of survey:

- Designed the flow of questions in a more personalized and conversational manner while ensuring they are logically arranged.
- Observance of the mood and communication climate to ensure interviewee finishes the entire survey.
- Creation of readily available spiels to explain in instances when questions or phrase causes confusion to respondents.
- Creation of probing statements if pattern of answers are not coherent to rating.
- Use of open-ended questions when respondent is unsure of what to answer.

#### **TRAINING INSTRUMENT, STIMULUS MATERIALS, MANUAL, AND TRAINING REPORT**

Strict adherence to the GCG guidelines provided by the client, Clark International Airport Corporation, was followed. The materials sent by the GCG were thoroughly discussed from top to bottom of the team.

From the Guidebook for GOCCs (Enhanced Standard Methodology for the Conduct of the Customer Satisfaction Survey), previous training materials and learning experiences derived from former data gatherers/ CIAC- QO, instructional materials were developed and summed up in the following Training Instrument, Stimulus Material, Manual and Training Report below.

## **CUSTOMER SATISFACTION SURVEY (CSS) MANUAL AND TRAINING GUIDE FOR DATA GATHERERS**

### **The Overview, Design, Objectives, Questionnaire Administration, Selection, Skipping, Routing of Questionnaires, Mock Interview**

#### Summary of Material for the Refresher Course on How to Introduce, Conduct, and Conclude a Telephone Interview/ Training on the Actual CSS Questionnaire/ Questionnaire Administration

- Introduce self and state intentions for calling. Inform respondent how their contact information was obtained.
- Explain the purpose of the survey and target demographic (Refer to CSS Guide).
- Speak respondent's language. Only use words that the respondent will understand. Avoid jargons but ensure meaning does not change when simplifying words. Stick to the context of questions.
- Ensure ease of transaction. Deliver easy to complex questions in clear and precise manner, reasonable order, and manage time as to not exceed 10 minutes as applicable to ensure respondents will complete it.
- Use a professional but not overly serious tone. Be friendly but not overly casual.
- Avoid unnecessary noise, jokes, or statements. Avoid laughing, empathizing, or biased comments.
- Push for specific responses especially between options of strongly agree or agree.
- Always make room for unstructured feedback and additional thoughts of respondent.
- Practice pronouncing unusual and industry-specific terms
- Follow guide on converting refusals.
- Thank participant for their time and cooperation.
- Always follow guidelines from CIAC/ GCG.

To ensure competence, the following activities were conducted, and data gatherers were evaluated against knowledge and their performance on the following:

### **WORKSHOP/ ACTIVITIES**

- Run through of two practice surveys to ensure clarity of meaning, familiarity with questionnaire, and ability to seamlessly pronounce / do phrasing of all words
- Pairing- up and mock- interview experience for performance review and feedback
- Addressing Objections and Refusals effectively and confidently
- Summary of Learning Experience

### **THE FOLLOWING WERE USED IN THE WORKSHOP/ ACTIVITIES:**

#### **❖ Survey Questionnaire Assessment and Review (Questionnaire Checking and Familiarization)**

- Do I understand the question myself?
- Is the question answerable? Can I answer it?
- Is this a right question?
- How would I react if someone asks me this question?
- How many questions are being asked?
- Is the question a highly technical one? Involves jargon and complex language?
- Is there a way to simplify it without changing its meaning?
- Will I be able to explain it using other terms if respondent does not understand it the first time?

#### **❖ Mock- interview Workshop (Instructions)**

- Pick a partner to interview. Take note of the time. Shorter is better. Take note of confusing words, source of bias, or difficulties and come up with solutions. Be privy of questions that don't get the information the study wants, or that may cause unnecessary discussions or arguments. Take note of what is lacking and produce solutions.

#### **❖ Probing Skills Workshop (Guide)**

- For every open- ended answer, check for at least 3 more ideas.
- For vague responses, clarify by asking what made them say so.
- Ensure absence of leading questions.

- Use of “Anything else?”, “nothing else?”, “what else?” are highly recommended and may lead to more information and sharing on the part of the respondent.

❖ **Dealing with Refusals Workshop (Instructions and Guide)**

- Take a partner who will act to disconnect/ terminate/ miss out on relevant information/ act as ineligible respondent, etc. Draft a persuasive spiel/ plan to complete the survey.
  - **Ensure using the following refusal conversion strategies:**
    - Remember not to talk too fast to appear more confident and legitimate.
    - Emphasize the duration of interview and that you will go as quickly as possible.
    - Work on an interesting and strong introduction relevant to the respondent or answering any of their concern.
    - Be happy to offer a call back and ask specifically of the time and date.

❖ **Feedback Time/ List Your Key Findings and Recommendations Activity (Activity Outline)**

- The team rolled- out a sharing of major takeaways activity taking into consideration the goals and targets of the team and commitment of team player to contribute to the effective and efficient delivery of such. Supervisor accounted highlights and common feedback, reviewed the implications, and discussed them with the entire team.

**OVERALL FEEDBACK AND PERFORMANCE EVALUATION**

**Learning Aids and How Trainings were Conducted**

Intensive lecture, training- workshop and breakout sessions were conducted and participated by each member of the team in a two- day series. **The team was primed and evaluated using the four levels of the Kirkpatrick Model. Each of the members were coached, assessed, observed, and listened to in the entire duration of the project. Each team member was checked as to his/ her** Level 1: reactions to the trainings received; Level 2: results of performance in practical tests/ workshops and role-playing, interviews on how they willingly improved after training, et al; Level 3: behaviors or response to coaching and assessment results; Level 4: contribution to targeted outcomes. The swiftness in the delivery of targets confirmed the team’s competence and passing rate in the Kirkpatrick Model. The team only needed a total number of 5days for data gathering and data entry sessions and

additional waiting time for CIAC to inform the team on what to do with the 3 refusals they incurred due to client's trust issues, absence of in- charge (out- of -the country), and prioritization of deadlines over the survey. Other than these, no other major incongruity was noted in the delivery of service with CIAC.

## **PROJECT KICK-OFF**

### **SURVEY INSTRUMENT, MATERIALS, OBSERVATION REPORT, CLEARING AND DEBRIEFING REPORT (CLARIFICATION, CONCERNS, CHALLENGES)**

#### **Team Supervisor's Report**

Among the top challenges encountered by the team are as follows:

- Dropped- calls due to fluctuating telecommunication signal.
- Dropped- calls due to emergency matters at the middle of the interview.
- Request for return calls due to respondent currently on the road and driving.
- Request for change of respondent due to resignation or change of location.
- Request to further synthesize survey.
- Repetitive requests for call- back due to lack of time of respondent.
- Prioritization of respondent between task and time for survey.
- Orientation/ Audacity of foreign respondents to Filipino interviewers.
- Targeting 100% response rate as respondent does not see value of survey to their business.
- Targeting 100% response rate as there is no agreement between CIAC and respondent to adhere to survey request.
- Targeting 100% response rate as there is no sanction to respondent whether or not they participate.

All abovementioned challenges were relayed to CIAC in a timely manner and were used for improvement efforts/ team debriefing. Instructions on the targeting of 100% response rate were also requested from CIAC for survey team to finish the project on time. Request of three respondents to answer via e-mail was allowed by CIAC after consecutive weeks of not adhering to phone calls. However, e-mailed questionnaires were not returned by two of the respondents until November 4, 2020 despite repetitive follow-ups.



## PROJECT IMPLEMENTATION

TASK TITLE	TARGET DATE OF COMPLETION						
	101420	101520	101620	110420	111320	111520	111620
TRAINING DAY 1							
TRAINING DAY 2 AND EVALUATION							
PROJECT KICK-OFF							
DATA GATHERING COMPLETION							
DATA ANALYSIS							
FINAL REPORT COMPLETION							
FINAL REPORT SUBMISSION							

## SUPERVISION / OBSERVATION REPORT AND FIELDWORK PROGRESS REPORT

TASK TITLE	PROGRESS CHART							
	101420	101520	101620	102020	110420	111320	111520	111620
TRAINING DAY 1	On time							
TRAINING DAY 2 AND EVALUATION		On time						
PROJECT KICK-OFF			On time					
DATA GATHERING COMPLETION				38/41 finished	41/41 finished			
DATA ANALYSIS						On time		
FINAL REPORT COMPLETION							On time	
FINAL REPORT SUBMISSION								On time

### OBSERVATION/ TEAM MONITORING REPORT:

#### ❖ Interview Schedule Observation

Monday – Saturday from 9 :00 am. to 6:00 p.m.

Best times to call: 9am to 3pm

Least productive times to call: 3pm to 6pm



❖ **Unproductive calls frequently due to:**

- non-active numbers
- request for return calls
- denied calls
- ineligible calls
- for completion/ dropped calls

❖ **Team Performance measures:**

- Adherence to instructions and team protocol
- Use of proper judgment and decisions
- On- the- spot thought process
- Quality of responses when interrupted by interviewee
- Quality of output despite irate behavior of respondents

❖ **Team's Strengths**

- Readiness in terms of pre-designed codes, spiels, etc.
- Exact script review
- Competent team
- Effective small group discussions and workshops
- Approach and questionnaire development with the team
- Speed in acquiring needed data
- Close observation of team performance and immediate resolution of concerns

❖ **Team's Challenges**

- Relationship of CIAC with its concessionaires
- Absence of contract/ agreement to participate in the survey between CIAC and concessionaires
- Un-updated CIAC contact persons and contact numbers
- Absence of positive impact and recall of previously conducted GCG- initiated surveys to concessionaires affecting the interest to cooperate of concessionaires
- Time- consuming/ lengthy survey questionnaire

❖ Mitigating Factors done

- Enhanced strategies using adequate understanding of the cultural and personal characteristics of the clients
- Simplification of double-barreled, complex, and overly long questions and questionnaire flow
- Immediate Reporting and Coordination with CIAC

## **BACKCHECKING AND SPOT CHECKING**

A system of immediate review of forms was done as to check whether forms were legibly filled- out or not according to team instructions and GCG requirements. Any unclear, unintentionally skipped, and intentionally skipped were verified during the verification call or back- checking.

Details on respondent information, overall satisfaction, socio- demographic profile, contact details were checked as to completeness. Veracity of all ratings was verified through back- checking and all interviewed participants declared the same data from the initial call to the back- checking call.

## **SURVEY**

Data collection was administered on October 16, 2020 to November 04, 2020.

Sampling was not used in determining the locators that were included in this endeavor. The entire population of locators were surveyed – 40 companies, all situated in Luzon region, availing the “Processing of Lease Contract/Agreement” service. There were 2 survey methods deployed in the study –the telephone interview and the retrieval of response from 3 clients who declined the telephone interviews.

The items in the survey questionnaire were verbally interpreted using the Likert Scale method as the criterion, which served as the basis for the interpretation of data. The weighted mean values and verbal interpretations are shown in Tables 1 and 2. These were used in the analysis of the qualitative equivalent of the ratings provided by the respondents on the level of satisfaction and agreement or disagreement on the identified service areas at CIAC.

Table 1  
Qualitative Equivalent of the Respondents'  
Perception on the Level of Satisfaction on Identified  
Service Areas at Clark International Airport

Likert Scale	Verbal Interpretation	Arbitrary Scale
5	Very Satisfied (VS)	4.50 – 5.00
4	Satisfied (S)	3.50 – 4.49
3	Neither Satisfied or Dissatisfied (N)	2.50 – 3.49
2	Dissatisfied (D)	1.50 – 2.49
1	Very Dissatisfied (VS)	1.00 – 1.49

The overall satisfaction rating of the respondents is **4.35 (Satisfied)**.

Table 2  
Qualitative Equivalent of the Respondents'  
Perception on the Level of Agreement/Disagreement on  
Identified Service Areas at Clark International Airport

Likert Scale	Verbal Interpretation	Arbitrary Scale
5	Strongly Agree (SA)	4.50 – 5.00
4	Agree (A)	3.50 – 4.49
3	Neither Agree or Disagree (N)	2.50 – 3.49
2	Disagree (D)	1.50 – 2.49
1	Strongly Disagree (SD)	1.00 – 1.49

Table 3 shows the respondents according to type of rater. 95.00% of the respondents are positive raters.

Table 3  
Frequency and Percentage Distribution of the  
Respondents according to Type of Rater

Type of Rater	Frequency	Percentage Distribution
Positive	38	95.00%
Neutral	1	2.50%
Negative	1	2.50%
<b>Overall</b>	<b>40</b>	<b>100.00%</b>

Table 4 shows the overall frequency and percentage distribution according to rating scale or locators' responses. 17 locators or 42.50% are very satisfied, 21 locators or 52.50% are satisfied, 1 locator or 2.50% is neither satisfied or dissatisfied, and 1 locator or 2.50% is dissatisfied.

Table 4  
Respondents' Level of Satisfaction  
According to Customer Type

Rating Scale	Frequency	Percentage Distribution
VS	17	42.50%
S	21	52.50%
N	1	2.50%
D	1	2.50%
VD	0	0.00%
<b>Overall</b>	<b>40</b>	<b>100.00%</b>

Legend: VS – Very Satisfied; S – Satisfied; N – Neither Satisfied or Dissatisfied; D – Dissatisfied;  
VD – Very Dissatisfied

## REASONS FOR OVERALL SATISFACTION RATING AGAINST TYPE OF RATERS

Table 5  
Reasons for Overall Satisfaction Rating  
Against Type of Raters

Type of Rater	Reason	Frequency	Percentage Distribution
Positive	Timely Response	24	60.00%
	Accommodating staff	7	17.50%
	Satisfied	2	5.00%
	Good process	1	2.50%
	Ethical practice	1	2.50%
	Very satisfied	1	2.50%
	Needed information provided	1	2.50%
	Inquiries are answered	1	2.50%
Positive Total		38	95.00%
Neutral	No reason	1	2.50%
Neutral Total		1	2.50%
Negative	Improve payment process	1	2.50%
Negative Total		1	2.50%
Overall		40	100.00%

Table 5 shows the frequency and percentage distribution of the reasons for overall satisfaction rating against the type of raters. "Timely response" is the top reason for satisfaction (24 respondents or 60.00%). "Timely response" means that efficient service or transaction, timely resolutions of concerns, and timely response of the staff. Second is "Accommodating staff" (7 respondents or 17.50%) which means that the respondents find

CIAC Staff accommodating and friendly. The other reasons of those positive raters are "satisfied" at 5.55%, "Good process" at 2.50%, "Ethical practice" t 2.50%, "Very satisfied" at 2.50%, "Needed information provided," and "Inquiries are answered" at 2.50%. 1 (2.50%) neutral rater with no reason. There's only 1 (2.50%) negative rater who provided this feedback: "payment process needs to be improved, they expect more consideration in cut-off time as they pay dollars which needs to be converted or assessed by BSP."

## **ASPECTS OF SATISFACTION**

### **A. Staff & Organization**

Table 6 shows the level of agreement/disagreement in terms of staff and organization attributes. A total weighted mean of 4.43 showed that the locators were satisfied on the staff and organization attributes. While the "CIAC's staff appears neat and well-dressed" revealed the highest weighted mean of 4.82, the lowest weighted mean was the "CIAC staff are adequate" which is at 4.43.

### **B. Lease**

Table 7 shows the level of agreement/disagreement in terms of lease attributes. A total weighted mean of 4.43 showed that the locators were satisfied on the lease attributes. While the "Documents issued are free from defects or typographical errors" revealed the highest weighted mean of 4.70, the lowest weighted mean was the "Lease rates are reasonable" which is at 4.00.

Table 6  
Locators' Level of Agreement/Disagreement  
in terms of Staff & Organization Attributes

STAFF & ORGANIZATION		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
CIAC's staff treats customers with respect	n	26	14	0	0	0	0	4.65
	%	65.00	35.00	0.00	0.00	0.00	0.00	Strongly Agree
CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system)	n	27	13	0	0	0	0	4.68
	%	67.50	32.50	0.00	0.00	0.00	0.00	Strongly Agree
CIAC staff is knowledgeable and competent or skilled in delivering the needed services	n	26	14	0	0	0	0	4.65
	%	65.00	35.00	0.00	0.00	0.00	0.00	Strongly Agree
CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services)	n	27.00	13.00	0.00	0.00	0.00	0.00	4.68
	%	67.50	32.50	0.00	0.00	0.00	0.00	Strongly Agree
CIAC's staff addresses queries/ concerns in a prompt manner	n	22	18	0	0	0	0	4.55
	%	55.00	45.00	0.00	0.00	0.00	0.00	Strongly Agree
CIAC's staff demonstrates willingness to assist customers	n	30	10	0	0	0	0	4.75
	%	75.00	25.00	0.00	0.00	0.00	0.00	Strongly Agree
CIAC's staff is easy to contact	n	26	13	0	1	0	0	4.60
	%	65.00	32.50	0.00	2.50	0.00	0.00	Strongly Agree
CIAC's staff delivers services within prescribed timeframe	n	20	19	0	1	0	0	4.45
	%	50.00	47.50	0.00	2.50	0.00	0.00	Agree
<b>CIAC's staff appears neat and well-dressed</b>	<b>n</b>	<b>32</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4.82</b>
	<b>%</b>	<b>80.00</b>	<b>17.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>Strongly Agree</b>
CIAC staff conveys trust and confidence	n	31	9	0	0	0	0	4.78
	%	77.50	22.50	0.00	0.00	0.00	0.00	Strongly Agree
<b>CIAC staff are adequate</b>	<b>n</b>	<b>19</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>4.43</b>
	<b>%</b>	<b>47.50</b>	<b>40.00</b>	<b>2.50</b>	<b>2.50</b>	<b>0.00</b>	<b>7.50</b>	<b>Agree</b>
<b>TOTAL</b>								<b>4.64</b> <b>Strongly Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

Table 7  
Locators' Level of Agreement/Disagreement  
in terms of Lease Attributes

LEASE		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
Requirements are properly disseminated	n	18	21	0	0	0	1	4.46
	%	45.00	52.50	0.00	0.00	0.00	2.50	Agree
Process for applying for lease is simple and easy	n	13	25	1	0	0	1	4.31
	%	32.50	62.50	2.50	0.00	0.00	2.50	Agree
Documentary requirements are reasonable	n	17	21	2	0	0	0	4.38
	%	42.50	52.50	5.00	0.00	0.00	0.00	Agree
Contracts are awarded through a transparent process	n	21	17	2	0	0	0	4.48
	%	52.50	42.50	5.00	0.00	0.00	0.00	Agree
Lease applications are processed/ completed within a reasonable amount of time	n	15	22	2	0	0	1	4.33
	%	37.50	55.00	5.00	0.00	0.00	2.50	Agree
Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable	n	16	22	0	0	0	2	4.42
	%	40.00	55.00	0.00	0.00	0.00	5.00	Agree
<b>Lease rates are reasonable</b>	<b>n</b>	<b>5</b>	<b>30</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4.00</b>
	<b>%</b>	<b>12.50</b>	<b>75.00</b>	<b>2.50</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>Agree</b>
<b>Documents issued are free from defects or typographical errors</b>	<b>n</b>	<b>28</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.70</b>
	<b>%</b>	<b>70.00</b>	<b>30.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>Strongly Agree</b>
Payments are easy to make	n	26	11	0	1	0	2	4.63
	%	65.00	27.50	0.00	2.50	0.00	5.00	Strongly Agree
Client information is kept confidential	n	23	16	0	0	0	1	4.59
	%	57.50	40.00	0.00	0.00	0.00	2.50	Strongly Agree
<b>TOTAL</b>								<b>4.43</b>
								<b>Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable



### C. Complaints Handling & Records Keeping

Table 8 shows the level of agreement/disagreement in terms of complaints handling and records keeping attributes. A total weighted mean of 4.45 showed that the locators were satisfied on the complaints handling and records keeping attributes. While the "Files/ records are accurate and updated" revealed the highest weighted mean of 4.60, the rest of the attributes were at 4.40.

Table 8  
Locators' Level of Agreement/Disagreement  
in terms of Complaints Handling &  
Records Keeping Attributes

COMPLAINTS HANDLING & RECORDS KEEPING		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
Filing of complaints is easy and systematic	n	2	3	0	0	0	35	4.40
	%	5.00	7.50	0.00	0.00	0.00	87.50	Agree
Complaints are resolved within prescribed timeframe	n	2	3	0	0	0	35	4.40
	%	5.00	7.50	0.00	0.00	0.00	87.50	Agree
Complaint resolution is satisfactory acceptable	n	2	3	0	0	0	35	4.40
	%	5.00	7.50	0.00	0.00	0.00	87.50	Agree
<b><i>Files/ records are accurate and updated</i></b>	<b><i>n</i></b>	<b><i>3</i></b>	<b><i>2</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>35</i></b>	<b><i>4.60</i></b>
	<b><i>%</i></b>	<b><i>7.50</i></b>	<b><i>5.00</i></b>	<b><i>0.00</i></b>	<b><i>0.00</i></b>	<b><i>0.00</i></b>	<b><i>87.50</i></b>	<b><i>Strongly Agree</i></b>
<b>TOTAL</b>								<b>4.45 Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

#### D. Information & Communication

Table 9 shows the level of agreement/disagreement in terms of information and communication attributes. A total weighted mean of 4.61 showed that the locators were very satisfied on the information and communication attributes.

Table 9  
Locators' Level of Agreement/Disagreement  
in terms of Information and  
Communication Attributes

INFORMATION & COMMUNICATION		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
Information from CIAC is easy to obtain	n	24	15	0	0	0	1	4.62
	%	60.00	37.50	0.00	0.00	0.00	2.50	Strongly Agree
Information from CIAC is clear and relevant	n	23	16	0	0	0	1	4.59
	%	57.50	40.00	0.00	0.00	0.00	2.50	Strongly Agree
TOTAL								4.61 Strongly Agree

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

#### E. Information & Communication (Website)

Table 10 shows the level of agreement/disagreement in terms of information and communication (website) attributes. A total weighted mean of 4.28 showed that the locators were satisfied on the information and communication (website) attributes. While the "CIAC's website is available and accessible" and "CIAC's website is user- friendly and easy to navigate" revealed the highest weighted mean of 4.38, "CIAC's website is useful and reliable when doing desired transaction" has the lowest weighted mean at 4.13.

Table 10  
Locators' Level of Agreement/Disagreement  
in terms of Information and Communication  
(Website) Attributes

INFORMATION & COMMUNICATION (WEBSITE)		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
<i>CIAC's website is available and accessible</i>	<i>n</i>	7	8	1	0	0	24	4.38
	<i>%</i>	17.50	20.00	2.50	0.00	0.00	60.00	Agree
<i>CIAC's website is user- friendly and easy to navigate</i>	<i>n</i>	7	8	1	0	0	24	4.38
	<i>%</i>	17.50	20.00	2.50	0.00	0.00	60.00	Agree
CIAC's website contains the information needed	<i>n</i>	5	9	2	0	0	24	4.19
	<i>%</i>	12.50	22.50	5.00	0.00	0.00	60.00	Agree
<i>CIAC's website is useful and reliable when doing desired transaction</i>	<i>n</i>	5	7	3	0	0	25	4.13
	<i>%</i>	12.50	17.50	7.50	0.00	0.00	62.50	Agree
CIAC's website is secured	<i>n</i>	7	6	2	0	0	25	4.33
	<i>%</i>	17.50	15.00	5.00	0.00	0.00	62.50	Agree
<b>TOTAL</b>								<b>4.28</b> <b>Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

## F. Facilities

Table 11 shows the level of agreement/disagreement in terms of facilities attributes. A total weighted mean of 4.82 showed that the locators were very satisfied on the facilities attributes. While the “Office premises are safe and secure (e.g. with security guard)” revealed

the highest weighted mean of 4.90, the lowest weighted mean was the "Office has separate lane for senior citizens. PWDs, pregnant women" which is at 4.71, still at very satisfied level.

Table 11  
Locators' Level of Agreement/Disagreement  
in terms of Facilities Attributes

FACILITIES		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)	n	31	6	1	1	0	1	4.72
	%	77.50	15.00	2.50	2.50	0.00	2.50	Strongly Agree
Office premises are clean, orderly and well maintained	n	34	5	0	0	0	1	4.87
	%	85.00	12.50	0.00	0.00	0.00	2.50	Strongly Agree
Office premises are well ventilated and have good lighting	n	34	4	1	0	0	1	4.85
	%	85.00	10.00	2.50	0.00	0.00	2.50	Strongly Agree
<b>Office premises are safe and secure (e.g. with security guard)</b>	<b>n</b>	<b>35</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4.90</b>
	<b>%</b>	<b>87.50</b>	<b>10.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>Strongly Agree</b>
<b>Office has separate lane for senior citizens. PWDs, pregnant women</b>	<b>n</b>	<b>13</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>4.71</b>
	<b>%</b>	<b>32.50</b>	<b>7.50</b>	<b>2.50</b>	<b>0.00</b>	<b>0.00</b>	<b>57.50</b>	<b>Strongly Agree</b>
Additional seating is adequate and comfortable	n	33	3	1	0	0	3	4.84
	%	82.50	7.50	2.50	0.00	0.00	7.50	Strongly Agree
<b>TOTAL</b>								<b>4.82</b> <b>Strongly Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

## CORRELATION ANALYSIS – LEVEL OF SATISFACTION TO ATTRIBUTES

### A. Staff & Organization

Table 12 shows the correlation analysis of the locators' overall satisfaction to the attributes of staff and organization. 6 out of 11 attributes of staff and organization have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "CIAC's staff is easy to contact" (r-value 0.465).

Table 12  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes  
of Staff & Organization

STAFF & ORGANIZATION ATTRIBUTE	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
CIAC's staff treats customers with respect	0.313	0.050	Not significant, weak positive correlation
CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system)	0.371	0.018	Significant, weak positive correlation
CIAC staff is knowledgeable and competent or skilled in delivering the needed services	0.393	0.012	Significant, weak positive correlation
CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services)	0.290	0.070	Not significant, weak positive correlation
CIAC's staff addresses queries/ concerns in a prompt manner	0.407	0.009	Significant, moderate positive correlation
CIAC's staff demonstrates willingness to assist customers	0.309	0.052	Not significant, weak positive correlation
<b>CIAC's staff is easy to contact</b>	<b>0.465</b>	<b>0.002</b>	<b>Significant, moderate positive correlation</b>
CIAC's staff delivers services within prescribed timeframe	0.285	0.075	Not significant, weak positive correlation
CIAC's staff appears neat and well-dressed	0.356	0.026	Significant, weak positive correlation
CIAC staff conveys trust and confidence	0.380	0.016	Significant, weak positive correlation
CIAC staff are adequate	0.257	0.124	Not significant, weak positive correlation

## B. Lease

Table 13 shows the correlation analysis of the locators' overall satisfaction to the attributes of lease. 7 out of 10 attributes of lease have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "Process for applying for lease is simple and easy" (r-value 0.582).

Table 13  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the  
Attributes of Lease

LEASE	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Requirements are properly disseminated	0.276	0.089	Not significant, weak positive correlation
<b><i>Process for applying for lease is simple and easy</i></b>	<b><i>0.582</i></b>	<b><i>0.000</i></b>	<b><i>Significant, moderate positive correlation</i></b>
Documentary requirements are reasonable	0.512	0.001	Significant, moderate positive correlation
Contracts are awarded through a transparent process	0.346	0.029	Significant, weak positive correlation
Lease applications are processed/ completed within a reasonable amount of time	0.432	0.006	Significant, moderate positive correlation
Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable	0.364	0.025	Significant, weak positive correlation
Lease rates are reasonable	0.131	0.432	Not significant, weak positive correlation
Documents issued are free from defects or typographical errors	0.184	0.257	Not significant, weak positive correlation
Payments are easy to make	0.516	0.001	Significant, moderate positive correlation
Client information is kept confidential	0.439	0.005	Significant, moderate positive correlation

### C. Complaints & Records Handling

Table 14 shows the correlation analysis of the locators' overall satisfaction to the attributes of complaints and records handling. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.

Table 14  
Correlation Analysis of the Locators' Overall Level  
of Satisfaction to the Attributes of Complaints  
Handling & Records Keeping

COMPLAINTS HANDLING & RECORDS KEEPING	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Filing of complaints is easy and systematic	0.645	0.239	Not significant, moderate positive correlation
Complaints are resolved within prescribed timeframe	0.645	0.239	Not significant, moderate positive correlation
Resolutions to complaints are satisfactory/ acceptable	0.645	0.239	Not significant, moderate positive correlation
Files/ records are accurate and updated	0.000	1.000	Not significant, no correlation

### D. Information & Communication

Table 15 shows the correlation analysis of the locators' overall satisfaction to the attributes of information and communication. All the attributes of information and communication have no significant relationship to the locators' overall level of satisfaction.

Table 15  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes of  
Information & Communication

INFORMATION & COMMUNICATION	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Information from CIAC is easy to obtain	0.270	0.096	Not significant, weak positive correlation
Information from CIAC is clear and relevant	0.296	0.067	Not significant, weak positive correlation

#### E. Information & Communication (Website)

Table 16 shows the correlation analysis of the locators' overall satisfaction to the attributes of information and communication (website). 1 out of 5 attributes of information and communication (website) have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has correlation to the overall level of satisfaction is the "CIAC's website is secured" (r-value 0.528).



Table 16  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes of  
Information & Communication (Website)

INFORMATION & COM-MUNICATION (WEBSITE)	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
CIAC website is available and accessible (e.g. No downtime, loads easily)	0.173	0.521	Not significant, weak positive correlation
CIAC's website is user- friendly and easy to navigate	0.371	0.157	Not significant, weak positive correlation
CIAC's website contains the information needed	0.269	0.314	Not significant, weak positive correlation
CIAC's website is useful and reliable when doing desired transaction	0.076	0.789	Not significant, weak positive correlation
<b><i>CIAC's website is secured</i></b>	<b><i>0.528</i></b>	<b><i>0.043</i></b>	<b><i>Significant, moderate positive correlation</i></b>

## F. Facilities

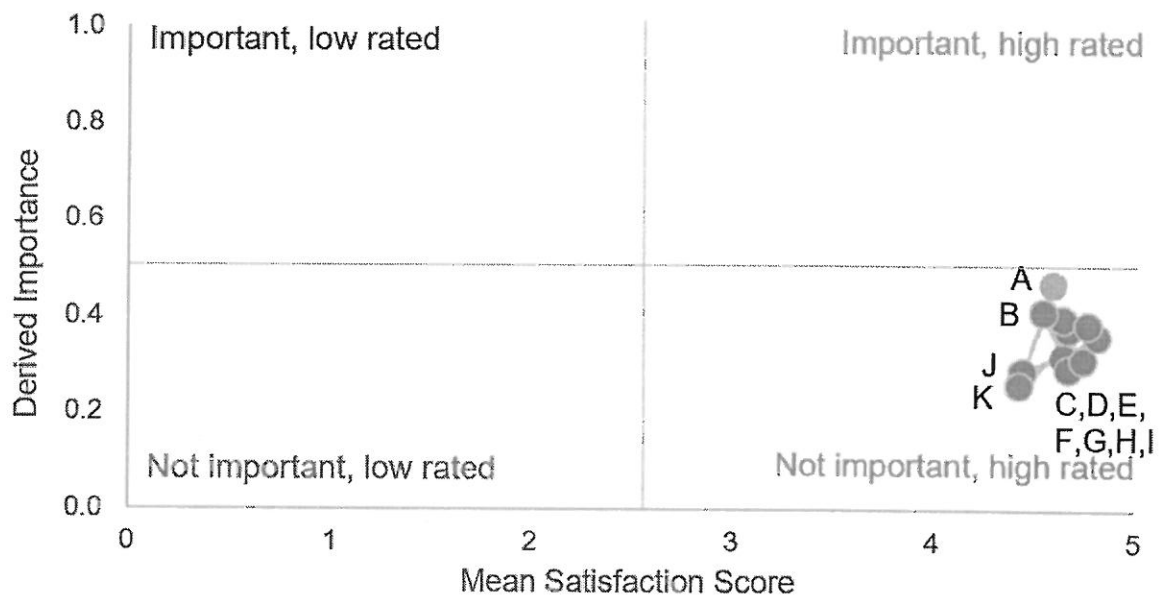
Table 17 shows the correlation analysis of the locators' overall satisfaction to the attributes of facilities. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

Table 17  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the  
Attributes of Facilities

FACILITIES	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)	0.164	0.319	Not significant, weak positive correlation
Office premises are clean, orderly and well maintained	0.196	0.233	Not significant, weak positive correlation
Office premises are well ventilated and have good lighting	0.276	0.089	Not significant, weak positive correlation
Office premises are safe and secure (e.g. with security guard)	0.172	0.294	Not significant, weak positive correlation
Office has separate lane for senior citizens. PWDs, pregnant women	0.134	0.608	Not significant, weak positive correlation
Additional seating is adequate and comfortable	0.313	0.059	Not significant, weak positive correlation

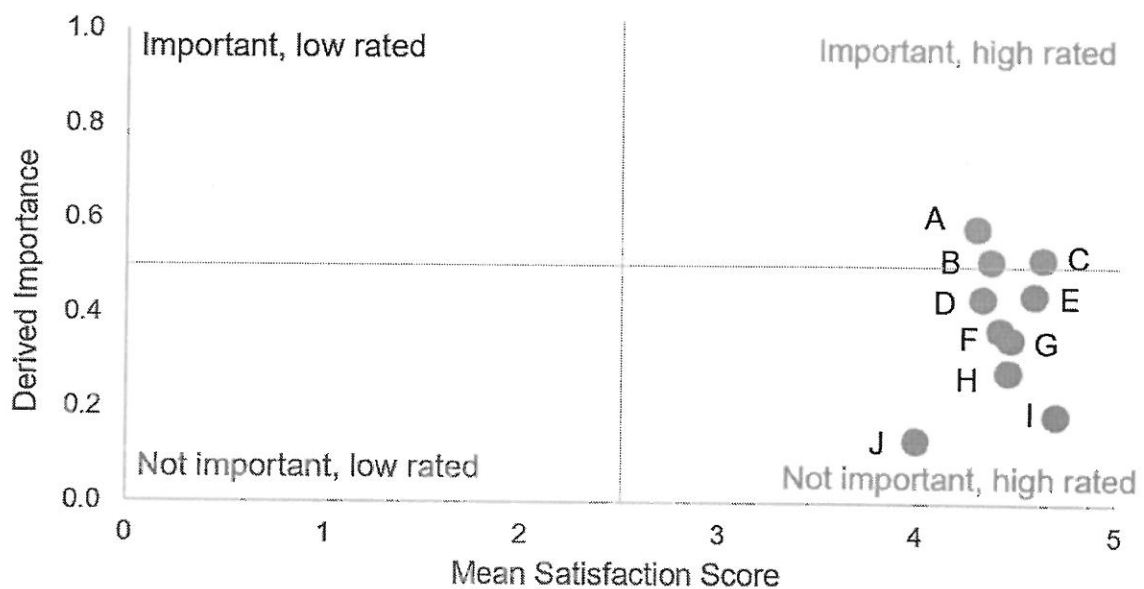
## DERIVED IMPORTANCE

Figures 1 to 6 show the plotted derived importance per attribute against satisfaction per attribute in a scatter diagram. These figures highlight four boxes where attributes are plotted accordingly: Important, high rated; Important, low rated; Not important, high rated; and Not important, low rated. Focus on the green dots as these are the attributes that are highly correlated to the satisfaction of the locators.



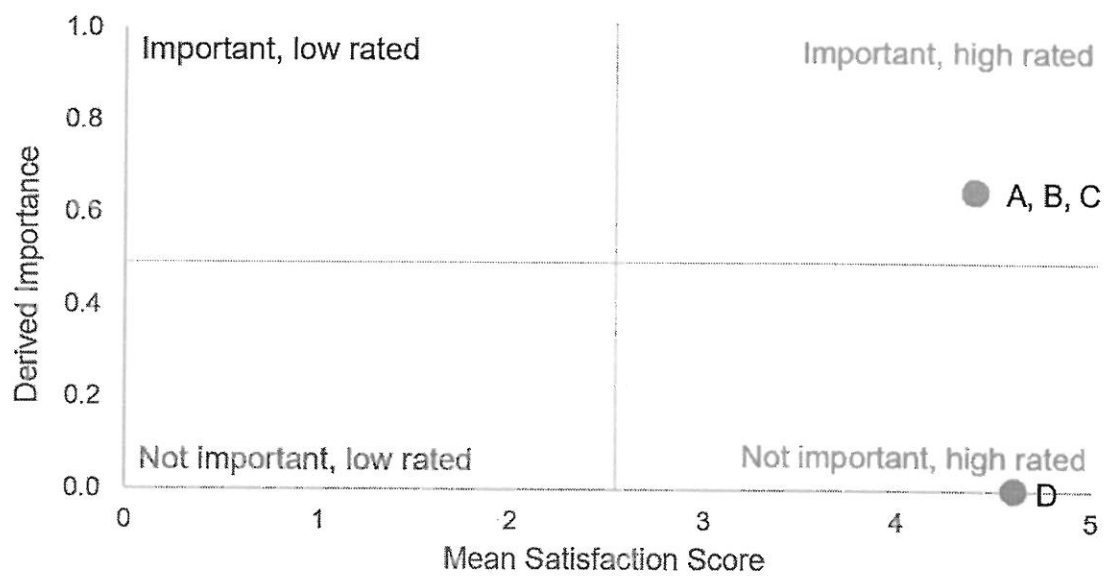
Legend: A - CIAC's staff is easy to contact; B - CIAC's staff addresses queries/ concerns in a prompt manner; C - CIAC staff is knowledgeable and competent or skilled in delivering the needed services; D - CIAC's staff treats customers with respect; E - CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system); F - CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services); G - CIAC's staff demonstrates willingness to assist customers; H - CIAC's staff appears neat and; I - CIAC staff conveys trust and confidence; J - CIAC's staff delivers services within prescribed timeframe; K - CIAC staff are adequate

Figure 1. Derived Importance to the Locators'  
Satisfaction per Staff & Organization  
Attributes



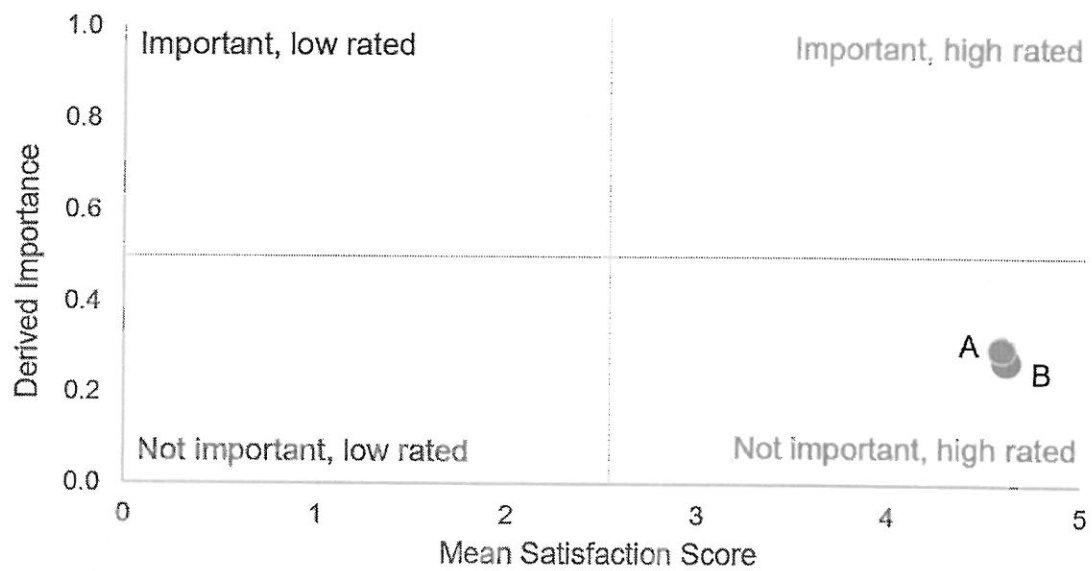
Legend: A - Requirements are properly disseminated; B - Contracts are awarded through a transparent process; C - Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable; D - Documents issued are free from defects or typographical errors; E - Payments are easy to make; F - Client information is kept confidential; G - Lease rates are reasonable; H - Lease applications are processed/ completed within a reasonable amount of time; I - Process for applying for lease is simple and easy; J - Documentary requirements are reasonable

Figure 2. Derived Importance to the Locators' Satisfaction per Lease Attributes



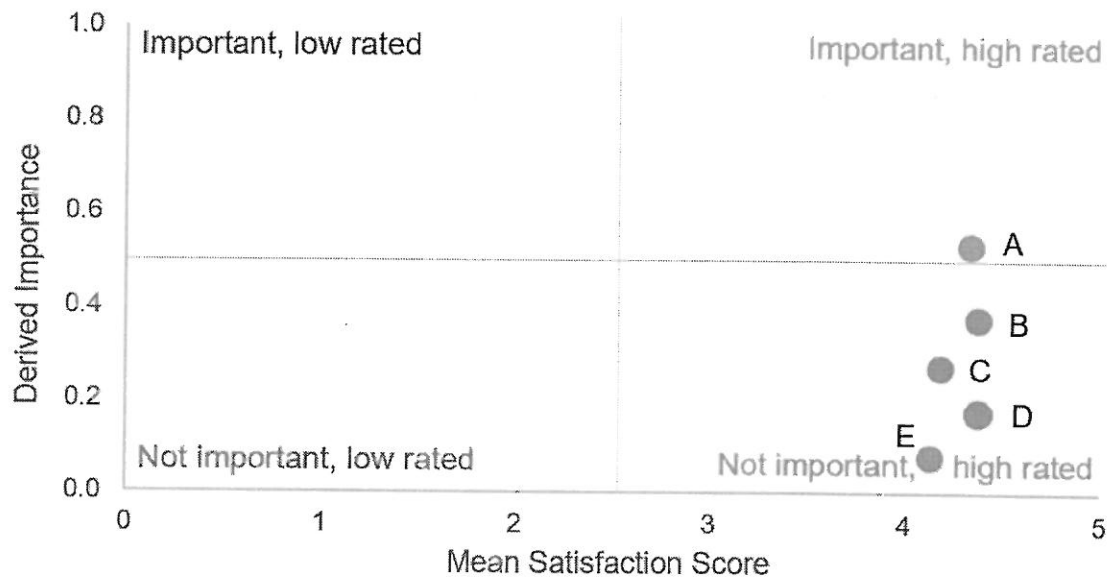
Legend: A - Filing of complaints is easy and systematic; B - Complaints are resolved within prescribed timeframe; C - Resolutions to complaints are satisfactory/ acceptable; D - Files/ records are accurate and updated

Figure 3. Derived Importance to the Locators' Satisfaction per Complaints Handling & Records Keeping Attributes



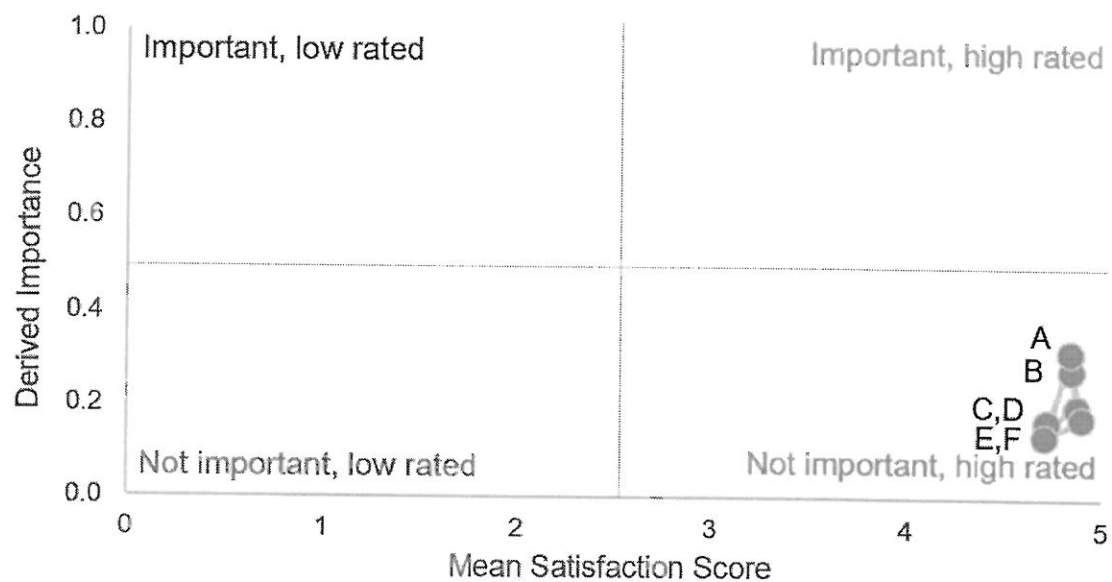
Legend: A – Information from CIAC is easy to obtain; B – Information from CIAC is clear and relevant

Figure 4. Derived Importance to the Locators' Satisfaction per Information & Communication Attributes



Legend: A - CIAC's website is secured; B - CIAC's website is user- friendly and easy to navigate; C - CIAC's website contains the information needed; D - CIAC website is available and accessible (e.g. No downtime, loads easily); E - CIAC's website is useful and reliable when doing desired transaction

Figure 5. Derived Importance to the Locators' Satisfaction per Information & Communication (Website) Attributes



Legend: A – Additional seating is adequate and comfortable; B – Office premises are well ventilated and have good lighting; C – Office premises are clean, orderly and well maintained; D – Office premises are safe and secure (e.g. with security guard); E – Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages); F – Office has separate lane for senior citizens. PWDs, pregnant women

Figure 6. Derived Importance to the Locators' Satisfaction per Facilities Attributes



## COMPARISON FROM PREVIOUS YEAR'S RATING

Comparing 2020 from 2019 ratings, the overall satisfaction rating of the respondents for 2020 is **4.35 (Satisfied)** against the overall satisfaction rating of the respondents for 2019 which was at **4.31 (Satisfied)**.

Comparing the mean scores of the aspects of satisfaction between 2019 and 2020, all these indicators have been observed improvement.

ASPECTS OF SATISFACTION	2019 Mean	2020 Mean	Remarks
Staff & Organization	4.49	4.64	Improved
Lease	4.29	4.43	Improved
Complaints Handling & Records Keeping	4.11	4.45	Improved
Information & Communication	4.36	4.61	Improved
Information & Communication (Website)	4.15	4.28	Improved
Facilities	4.57	4.82	Improved

## DATA BACK-CHECKING RESULTS

- ❖ All respondents were called within the day or two after the initial interview.
- ❖ 100% of respondents affirmed the same rating on the initial interview and on the follow- up interview.
- ❖ Follow- up answers are all consistent with the original responses and no deviations on the part of the interviewers' data were noted as affirmed and verified by the team's supervisor.
- ❖ All data gathered were verified by the project manager/statistician.

## FINDINGS

Among the salient findings of the study are the following:

1. The overall level of satisfaction is 4.35 (87.00% or Satisfied). 17 locators or 42.50% are very satisfied, 21 locators or 52.50% are satisfied, 1 locator or 2.50% is neither satisfied or dissatisfied, and 1 locator or 2.50% is dissatisfied.
2. "Timely response" is the top reason for satisfaction (24 respondents or 60.00%). "Timely response" means that efficient service or transaction, timely resolutions of concerns, and timely response of the staff. Second is "Accommodating staff" (7 respondents or 17.50%) which means that the respondents find CIAC Staff accommodating and friendly. The other reasons of those positive raters are "satisfied" at 5.55%, "Good process" at 2.50%, "Ethical practice" at 2.50%, "Very satisfied" at 2.50%, "Needed information provided," and "Inquiries are answered" at 2.50%. 1 (2.50%) neutral rater with no reason. There's only 1 (2.50%) negative rater who provided this feedback: "payment process needs to be improved, they expect more consideration in cut-off time as they pay dollars which needs to be converted or assessed by BSP."
3. A total weighted mean of 4.43 showed that the locators were satisfied on the staff and organization attributes. While the "CIAC's staff appears neat and well-dressed" revealed the highest weighted mean of 4.82, the lowest weighted mean was the "CIAC staff are adequate" which is at 4.43.
4. A total weighted mean of 4.43 showed that the locators were satisfied on the lease attributes. While the "Documents issued are free from defects or typographical errors" revealed the highest weighted mean of 4.70, the lowest weighted mean was the "Lease rates are reasonable" which is at 4.00.
5. A total weighted mean of 4.45 showed that the locators were satisfied on the complaints handling and records keeping attributes. While the "Files/ records are accurate and updated" revealed the highest weighted mean of 4.60, the rest of the attributes were at 4.40.

6. A total weighted mean of 4.61 showed that the locators were very satisfied on the information and communication attributes.
7. A total weighted mean of 4.28 showed that the locators were satisfied on the information and communication (website) attributes. While the "CIAC's website is available and accessible" and "CIAC's website is user- friendly and easy to navigate" revealed the highest weighted mean of 4.38, "CIAC's website is useful and reliable when doing desired transaction" has the lowest weighted mean at 4.13.
8. A total weighted mean of 4.82 showed that the locators were very satisfied on the facilities attributes. While the "Office premises are safe and secure (e.g. with security guard)" revealed the highest weighted mean of 4.90, the lowest weighted mean was the "Office has separate lane for senior citizens. PWDs, pregnant women" which is at 4.71, still at very satisfied level.
9. 6 out of 11 attributes of staff and organization have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "CIAC's staff is easy to contact" (r-value 0.465).
10. 7 out of 10 attributes of lease have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "Process for applying for lease is simple and easy" (r-value 0.582).
11. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.
12. All the attributes of information and communication have no significant relationship to the locators' overall level of satisfaction.
13. 1 out of 5 attributes of information and communication (website) have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has correlation to the overall level of satisfaction is the "CIAC's website is secured" (r-value 0.528).

14. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

## **CONCLUSIONS**

Based on the findings, the following conclusions were derived:

1. Majority of the respondents were satisfied with the overall CIAC's services.
2. "Timely response" and "Accommodating staff" were the top reasons for satisfaction. "Improve payment process" was the reason for negative locator's experience.
3. Locators were very satisfied with the staff and organization attributes.
4. Locators were satisfied with the lease attributes.
5. Locators were satisfied with the complaints handling and records keeping attributes.
6. Locators were very satisfied with the information and communication attributes.
7. Locators were satisfied with the information and communication (website) attributes.
8. Locators were very satisfied with the facilities attributes.
9. Majority of the attributes of staff and organization have significant, positive relationship to the locators' overall level of satisfaction.
10. Majority of the attributes of lease have significant, positive relationship to the locators' overall level of satisfaction.
11. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.
12. All the attributes of information and communication have no significant relationship to the locators' overall level of satisfaction.
13. Majority of the attributes of information and communication (website) have no significant relationship to the locators' overall level of satisfaction.
14. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

## RECOMMENDATIONS

Based on the conclusions, the following were recommended:

1. Investigate (facilitate a root cause analysis session) the negative experience of Winglobal Manufacturing Phils., Inc. especially on the comment, "payment process needs to be improved, they expect more consideration in cut-off time as they pay dollars which needs to be converted/assessed by BSP."
2. Investigate (facilitate a root cause analysis session) the neutral response of Gemik- Clark Unlimited Sports Club especially on these attributes "Process for applying for lease is simple and easy," "Documentary requirements are reasonable," "CIAC website is secured," and "Office premises are well ventilated and have good lighting."
3. Maintain the satisfiers illustrated in the derived importance graphs.
4. Focus on those items in the correlation analysis tables that have significant, strong positive correlation to the overall level of satisfaction:
  - (a) Process for applying for lease is simple and easy;
  - (b) Documentary requirements are reasonable;
  - (c) Payments are easy to make; and
  - (d) CIAC's website is secured.
4. Include Net Promoter Score (NPS) question (*How likely are you to recommend Clark International Airport to a friend/colleague?*) in the survey questionnaire and the overall satisfaction question (*Overall, how satisfied are you with Clark International Airport?*). This can help in the analysis in leveraging the use of the loyalty matrix--- a framework for measuring loyalty and assessing the stability of an organization's customer base.

PREPARED BY:



**DR. REY B. FREMISTA, CMBB, FRIBA, FRIRes**  
Third-Party Assessor/Researcher

Comparing 2020 from 2019 ratings, the overall satisfaction rating of the respondents for 2020 is **4.35 (Satisfied)** against the overall satisfaction rating of the respondents for 2019 which was at **4.31 (Satisfied)**.

Comparing the mean scores of the aspects of satisfaction between 2019 and 2020, all these indicators have been observed improvement.

ASPECTS OF SATISFACTION	2019 Mean	2020 Mean	Remarks
Staff & Organization	4.49	4.64	Improved
Lease	4.29	4.43	Improved
Complaints Handling & Records Keeping	4.11	4.45	Improved
Information & Communication	4.36	4.61	Improved
Information & Communication (Website)	4.15	4.28	Improved
Facilities	4.57	4.82	Improved