

ISO 10004:2018

Customer Satisfaction Monitoring and Measurement

Lesson 1: Clauses 3 & 4

Let's Get
Started With
ISO 10004
Clauses 3 & 4

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**INTERNATIONAL
STANDARD**

**ISO
10004**

Second edition
2018-07

**Quality management — Customer
satisfaction — Guidelines for
monitoring and measuring**

Management de la qualité — Satisfaction du client — lignes
directrices relatives à la surveillance et au mesurage



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<https://www.iso.org/standard/70397.html>

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We can start with how good we are at
'understanding' customers...

Do we really understand what their expectations are?

Perhaps we think we understand, but we might not

Unfortunately, we have to compete at the lowest price and can't afford
to do more to satisfy customers

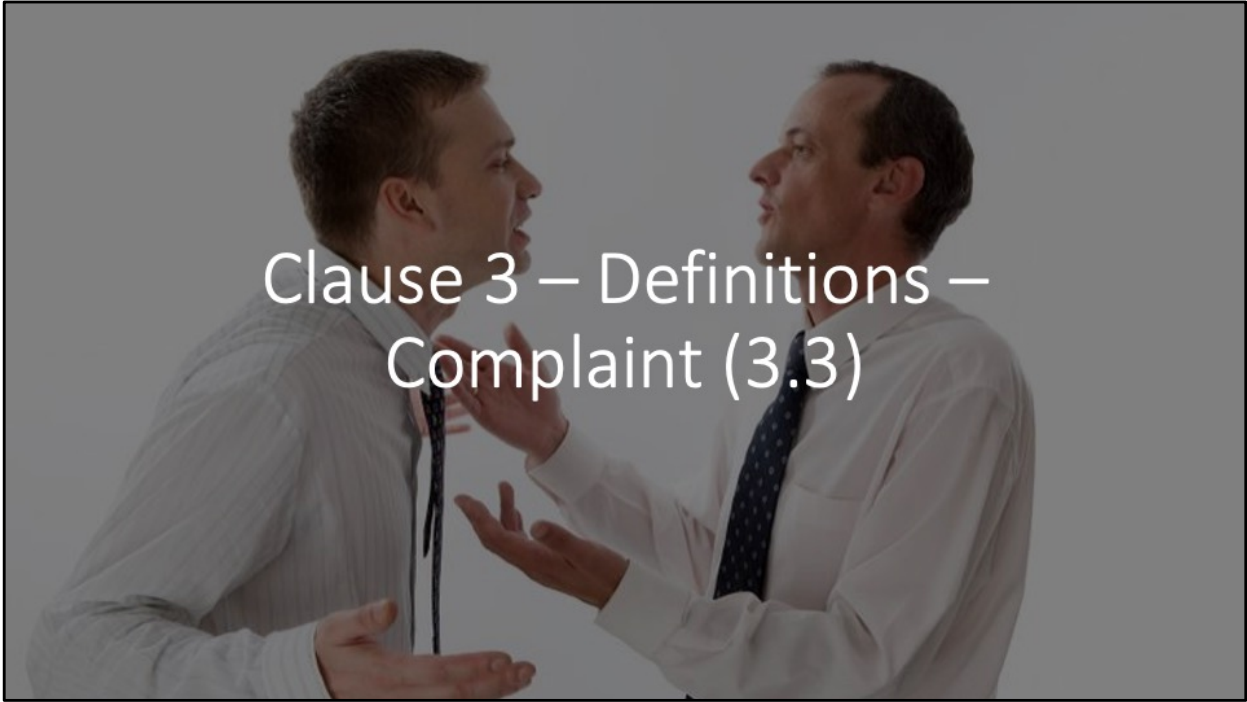
We deliver on the contract, but that's all – we have to find ways to do
more without increasing our costs...



3.1
customer



3.2
customer satisfaction

A photograph of two men in business attire (white shirts and ties) engaged in a conversation. The man on the right is gesturing with his hands while speaking to the man on the left. The image is semi-transparent and serves as a background for the title text.

Clause 3 – Definitions – Complaint (3.3)

3.3 complaint



3.4
customer service



Clause 3 – Definitions – Feedback (3.5)

3.5
feedback



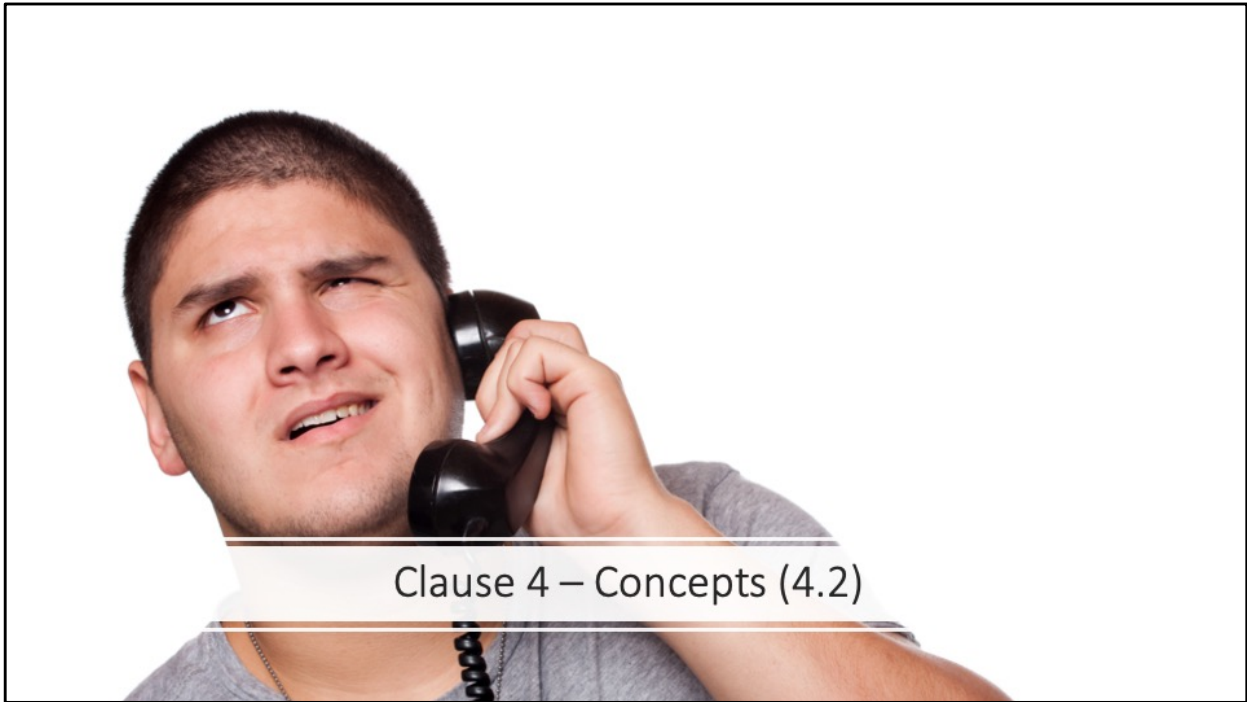
3.6
interested party



3.7
organization

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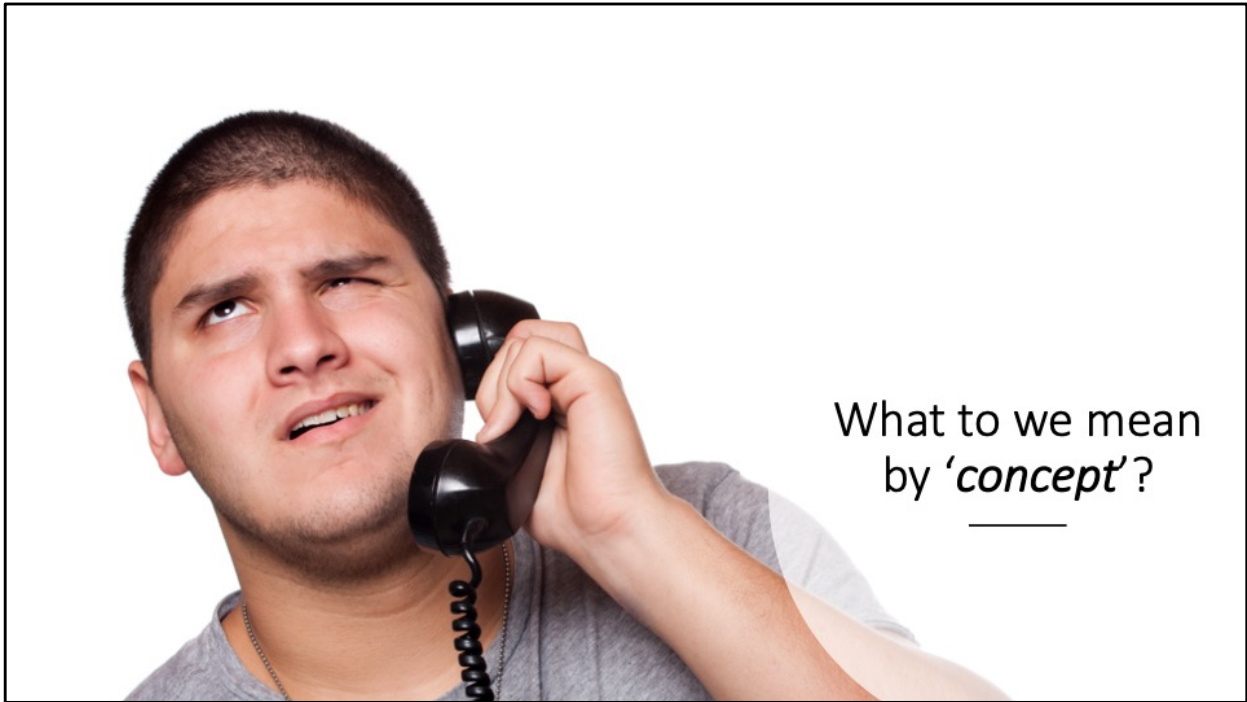


4.2 Concept

It is important to make a distinction between your organization's view of the quality of the delivered product or service and the customer's perception of the delivered product or service

The relationship between the organization's and the customer's views on quality is further described by the conceptual model of customer satisfaction, as presented in Annex B.

Since customer satisfaction is subject to change, organizations should establish a framework or processes to monitor and measure customer satisfaction on a regular basis.



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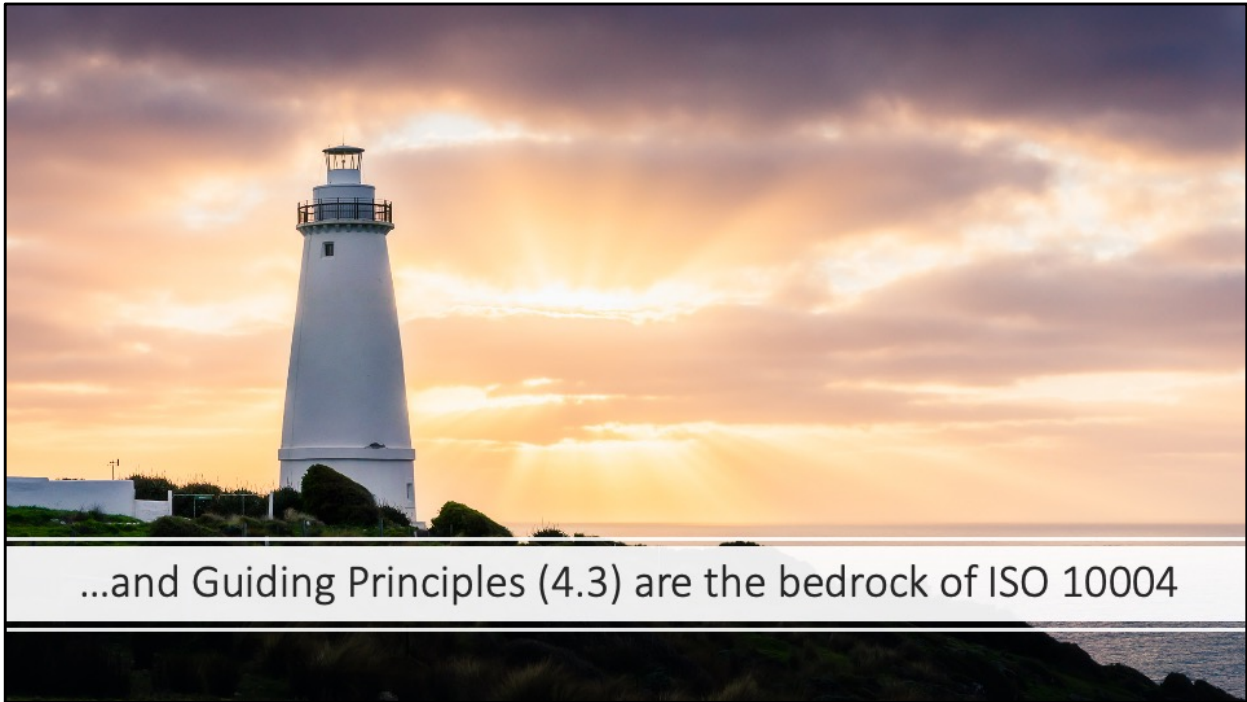


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4.3 Guiding principles

4.3.1 Commitment

The organization should be actively committed to defining and implementing processes to monitor and measure customer satisfaction.

4.3.2 Capacity

Sufficient resources should be made available for and committed to monitoring and measuring customer satisfaction, and should be managed effectively and efficiently.

4.3.3 Transparency

The organization should ensure that adequate customer satisfaction information is communicated to customers, personnel and other relevant interested parties, as appropriate.

4.3.4 Accessibility

Customer satisfaction information should be easy to find and use.

4.3.5 Responsiveness

The organization should address the needs and expectations of customers in its use of customer satisfaction information.

4.3.6 Information integrity

The organization should ensure that customer satisfaction information is accurate and not misleading, and that data collected are relevant, correct, complete,

meaningful and useful.

4.3.7 Accountability

The organization should establish and maintain accountability for, and reporting on, the decisions and actions taken with respect to monitoring and measuring customer satisfaction.

4.3.8 Improvement

Increased effectiveness and efficiency of the processes to monitor and measure customer satisfaction should be a permanent objective.

4.3.9 Confidentiality

Personally identifiable information should be kept confidential and protected, unless disclosure is required by law or consent for disclosure is obtained from the person concerned.

NOTE Personally identifiable information is information that when associated with an individual can be used to identify him or her, and is retrievable by the individual's name, address, email address, telephone number or similarly specific identifier. The precise meaning of the term differs around the world.

4.3.10 Customer-focused approach

The organization should adopt a customer-focused approach to monitor and measure customer satisfaction and should be open to feedback.

4.3.11 Competence

Organization personnel should have the personal attributes, skills, training, education and experience necessary to monitor and measure customer satisfaction.

4.3.12 Timeliness

Gathering and dissemination of customer satisfaction information should be done at the appropriate time, consistent with the organization's objectives.

4.3.13 Comprehension

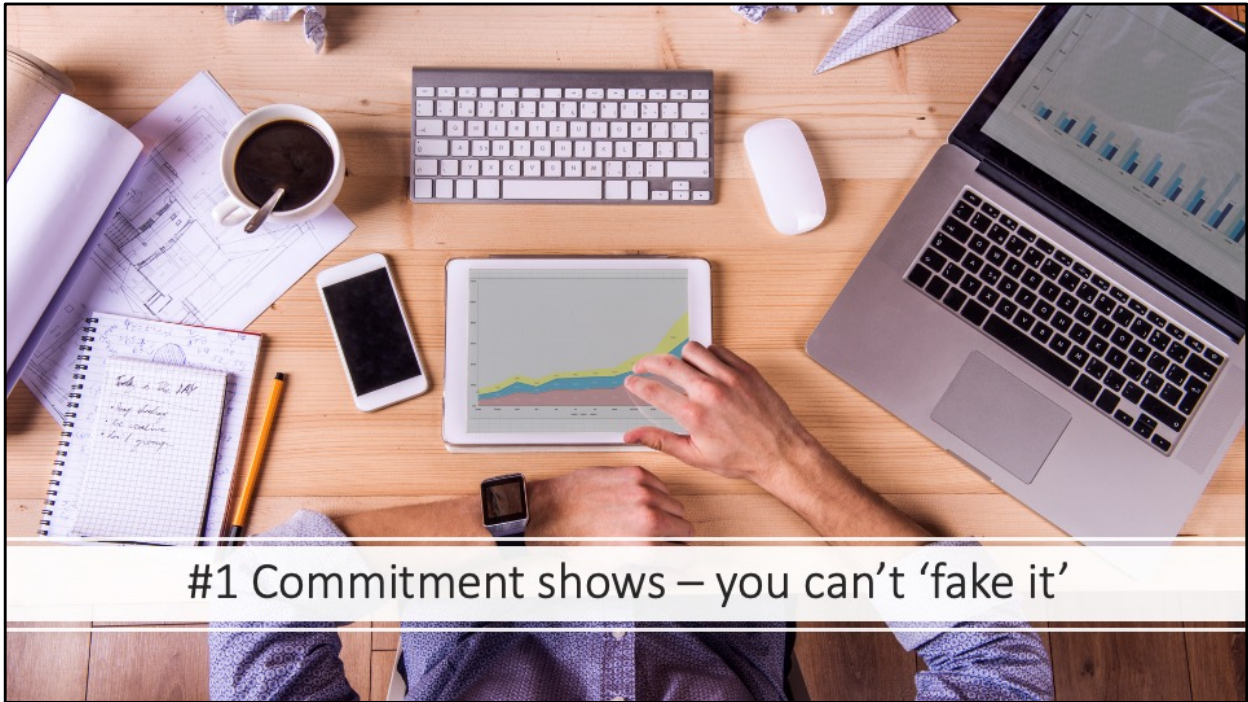
The organization should clearly and fully understand the customer's expectations, and the customer's perception of how well those expectations are met.

4.3.14 Continuity

The organization should ensure that monitoring of customer satisfaction is systematic and continuous.



These 14 Guiding principles will help keep you focused on your customers



#1 Commitment shows – you can't 'fake it'

4.3.1 Commitment

The organization should be actively committed to defining and implementing processes to monitor and measure customer satisfaction.



#2 Make sure you have adequate resources to measure and monitor customer satisfaction

4.3.2 Capacity

Sufficient resources should be made available for and committed to monitoring and measuring customer satisfaction, and should be managed effectively and efficiently.



#3 Be transparent
- Communicate information to customers and your employees so they'll know how well you're doing.

4.3.3 Transparency

The organization should ensure that adequate customer satisfaction information is communicated to customers, personnel and other relevant interested parties, as appropriate.

#4 Customer satisfaction information should be easy to find and use



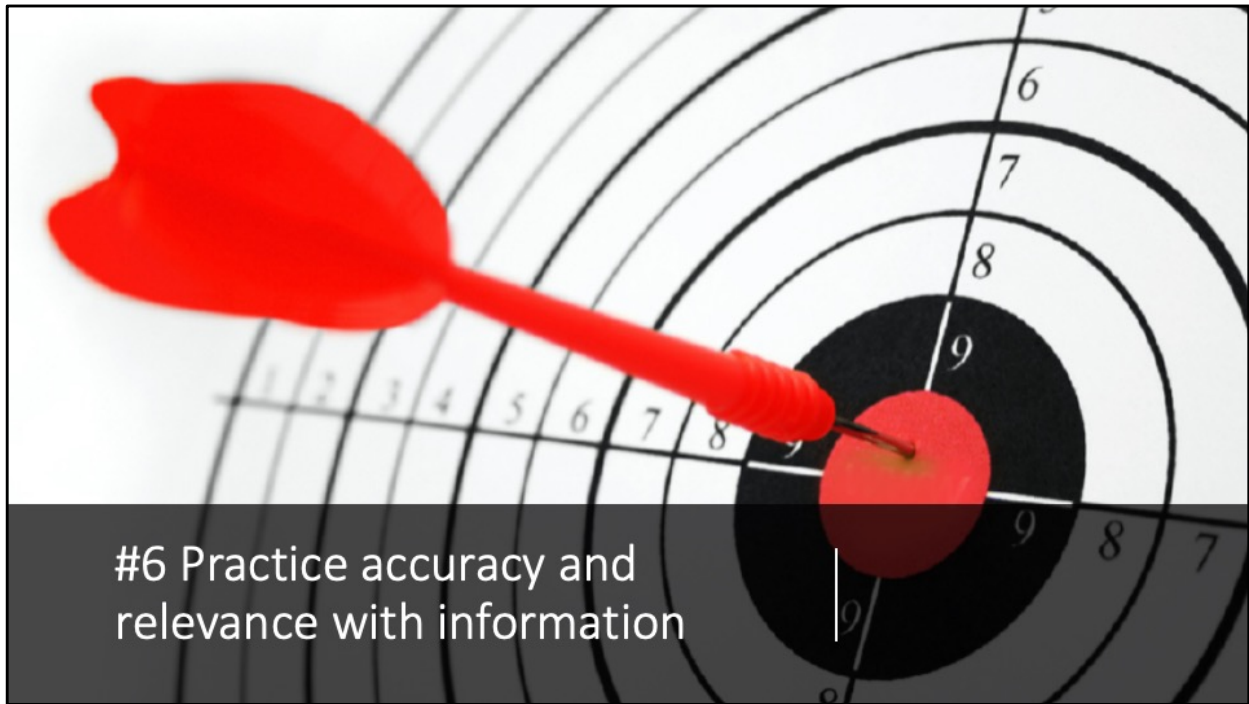
4.3.4 Accessibility

Customer satisfaction information should be easy to find and use.



4.3.5 Responsiveness

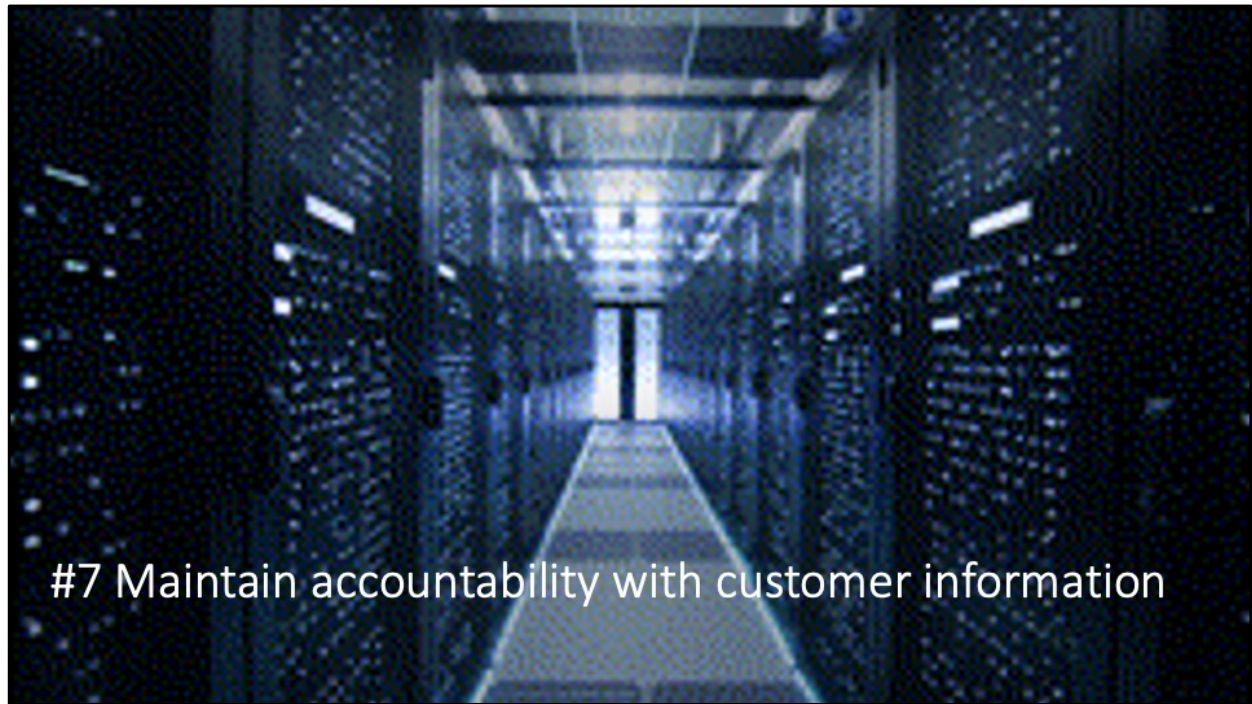
The organization should address the needs and expectations of customers in its use of customer satisfaction information.



#6 Practice accuracy and relevance with information

4.3.6 Information integrity

The organization should ensure that customer satisfaction information is accurate and not misleading, and that data collected are relevant, correct, complete, meaningful and useful.



4.3.7 Accountability


The organization should establish and maintain accountability for, and reporting on, the decisions and actions taken with respect to monitoring and measuring customer satisfaction.



#8 Continually improve your measurement processes

4.3.8 Improvement

Increased effectiveness and efficiency of the processes to monitor and measure customer satisfaction should be a permanent objective.



Private and Confidential

#9 Make 'Confidentiality' part of your culture

4.3.9 Confidentiality

Personally identifiable information should be kept confidential and protected, unless disclosure is required by law or consent for disclosure is obtained from the person concerned.

NOTE Personally identifiable information is information that when associated with an individual can be used to identify him or her, and is retrievable by the individual's name, address, email address, telephone number or similarly specific identifier. The precise meaning of the term differs around the world.



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4.3.11 Competence

Organization personnel should have the personal attributes, skills, training, education and experience necessary to monitor and measure customer satisfaction.



#12 Timeliness will keep you up to date on trends

4.3.12 Timeliness

Gathering and dissemination of customer satisfaction information should be done at the appropriate time, consistent with the organization's objectives.



4.3.13 Comprehension

The organization should clearly and fully understand the customer's expectations, and the customer's perception of how well those expectations are met.



#14 Make Monitoring and Measurement a 'habit'

4.3.14 Continuity

The organization should ensure that monitoring of customer satisfaction is systematic and continuous.



What would a customer satisfaction 'conceptual model' look like?

Annex B, B2

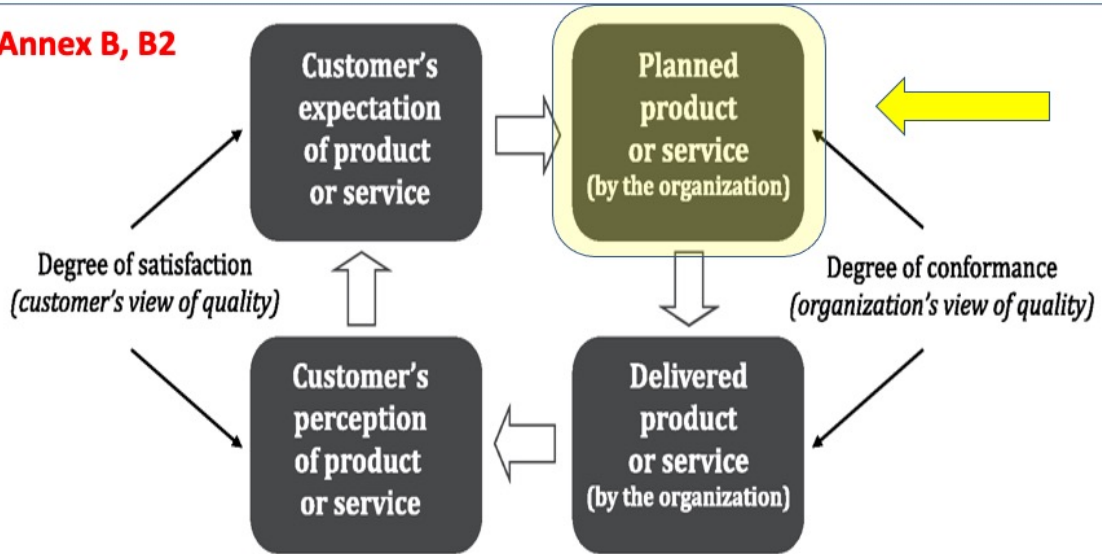


Figure B.1 — Customer satisfaction conceptual model

Annex B, B2

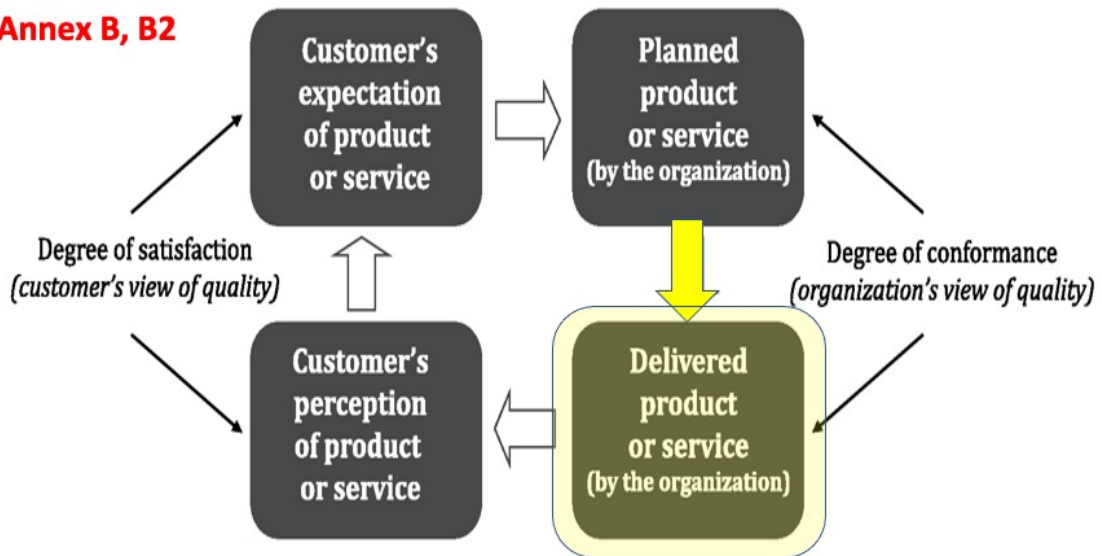
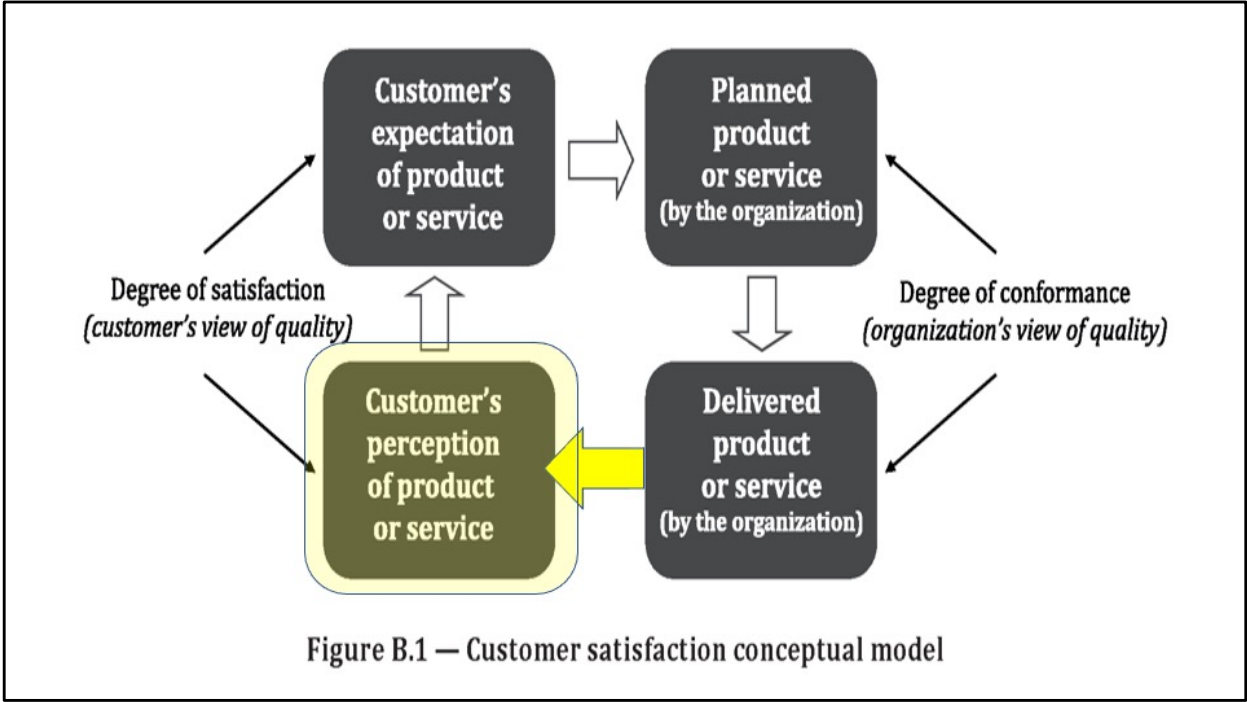
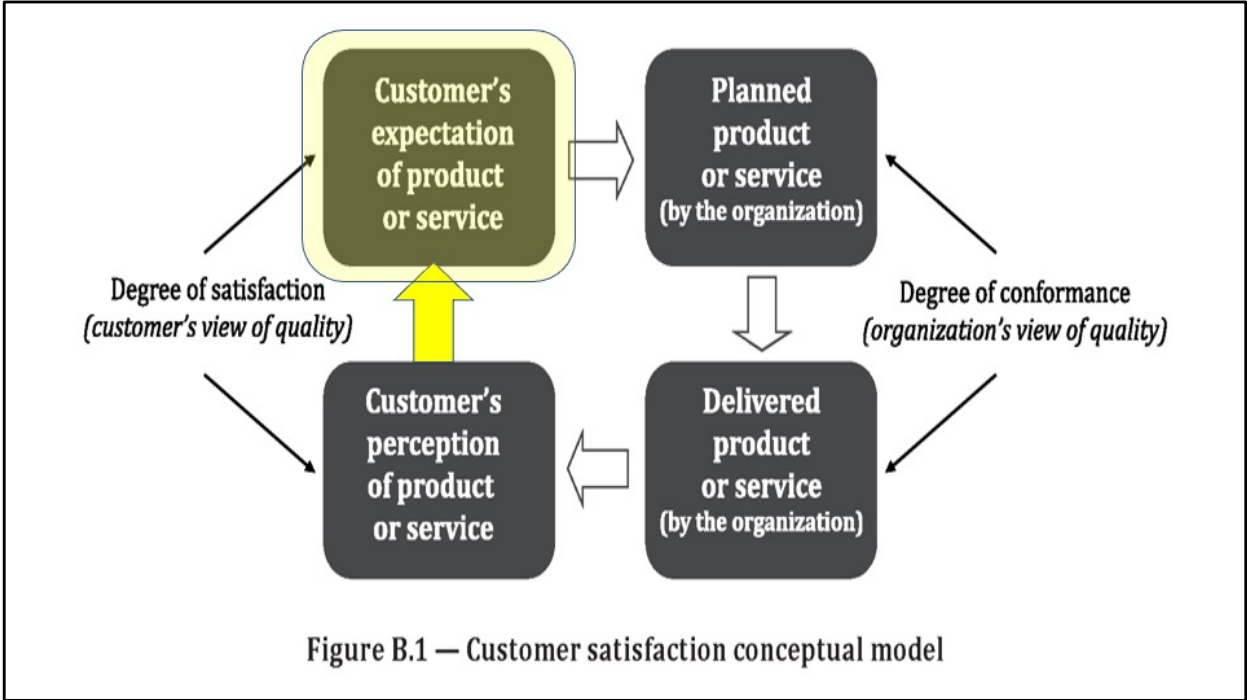
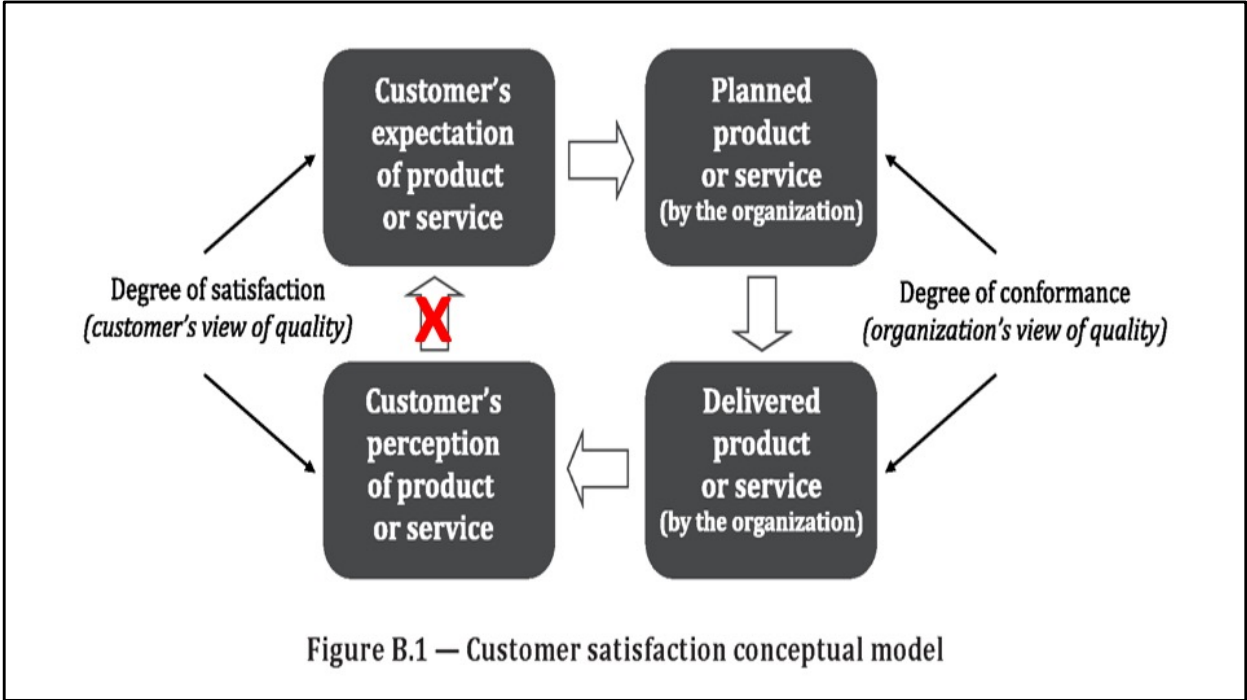
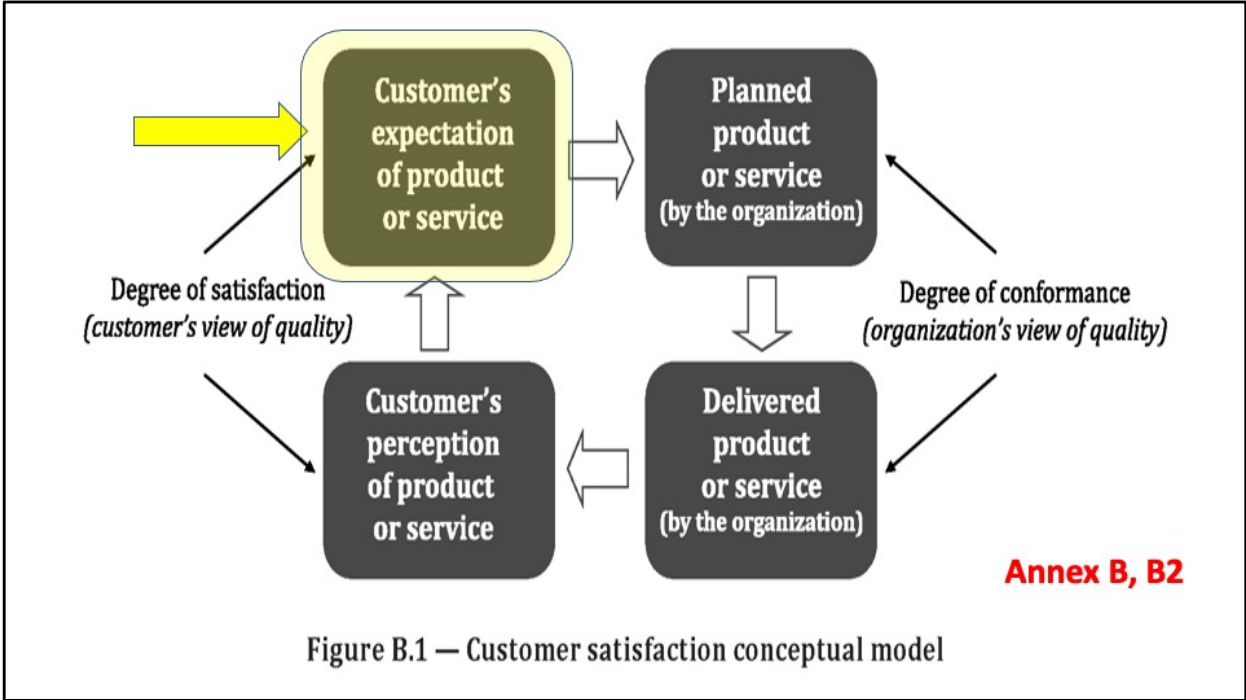


Figure B.1 — Customer satisfaction conceptual model









Customers' expectations change!



Quiz #1
Lesson 1
Clauses 3 & 4