

ISO 10004:2018

Customer Satisfaction Monitoring and Measurement

COURSES > ISO 10004 >
MSP Course #2: ISO ISO 10004 –
Customer satisfaction –
Guidelines for monitoring and
measuring

LEARNING OUTCOMES 0/10
We will gain this confidence in our customer
satisfaction monitoring and measurement
program using ISO 10004 as guidance.

- 1.1 Download your ISO 10004 PDF Workbook
Here
- 1.2 ISO 10004 Overview
45 min
- 1.3 ISO 10004 Unit # 1 – Clauses 3 & 4
- 1.1 Quiz #1 – ISO 10004 – Unit 1: Clauses 3 &
4
4 questions
- 1.4 ISO 10004 Unit # 2 – Clauses 5 & 6
- 1.2 Quiz #2 – ISO 10004 – Unit 2: Clauses 5 &
6
5 questions
- 1.5 Unit #3 ISO 10004 – Clauses 7 & 8
- 1.3 Quiz #3 – ISO 10004 – Unit 3: Clauses 7 &
8
4 questions
- 1.6 Purchase Your Certificate For ISO 10004
- 1.7 Contact Us About Creating an ISO 10004
Project on Your Path to Becoming a
Certified Management System
Professional

Download your ISO 10004 PDF Workbook Here

[Click here to purchase ISO 10004:2018 at the ISO.org
site](#)

Click on the picture to download your ISO 10004 workbook:

ISO 10004:2018
Customer Satisfaction Monitoring and Measurement
Participant Workbook

You can purchase ISO 10004:2018 at the ISO site, here: <https://www.iso.org/standard/71382.html>

COMPLETE

[Edit item](#)

NEXT

[ISO 10004 Overview](#)

ISO 10004:2018

Customer Satisfaction Monitoring and Measurement

Unit 1: Clauses 3 & 4

ISO 10004:2018

Customer Satisfaction Monitoring and Measurement

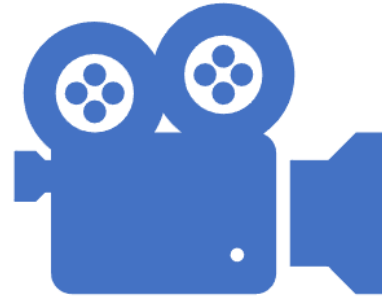
Unit 2: Clauses 5 & 6

ISO 10004:2018

Customer Satisfaction Monitoring and Measurement

Unit 3: Clauses 7 & 8

Each unit has a
video followed by
a quiz...





STOP THE VIDEO ANY TIME TO
MAKE NOTES!



STOP THE VIDEO ANY TIME
TO MAKE NOTES!



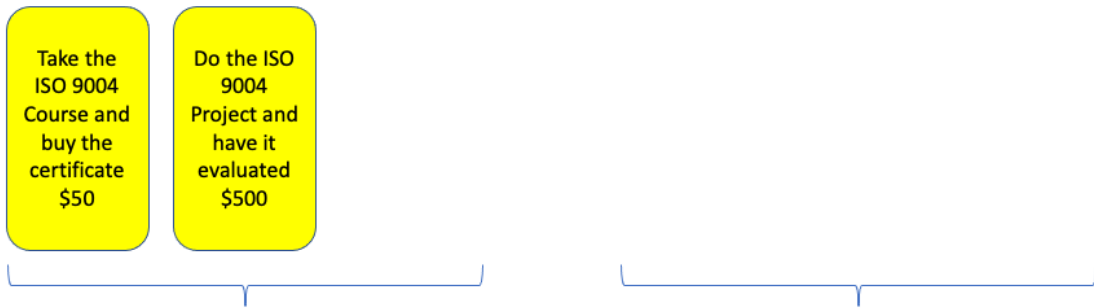
REFER BACK TO THE VIDEO
DURING THE QUIZ...

Here's your path to the 'Certified Management System Professional' Designation:

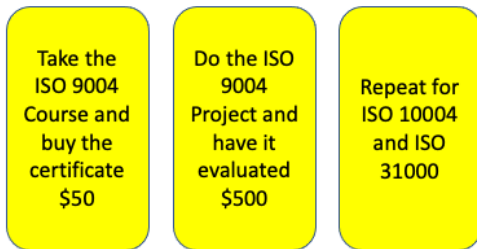
Take the
ISO 9004
Course and
buy the
certificate
\$50



Here's your path to the 'Certified Management System Professional' Designation:

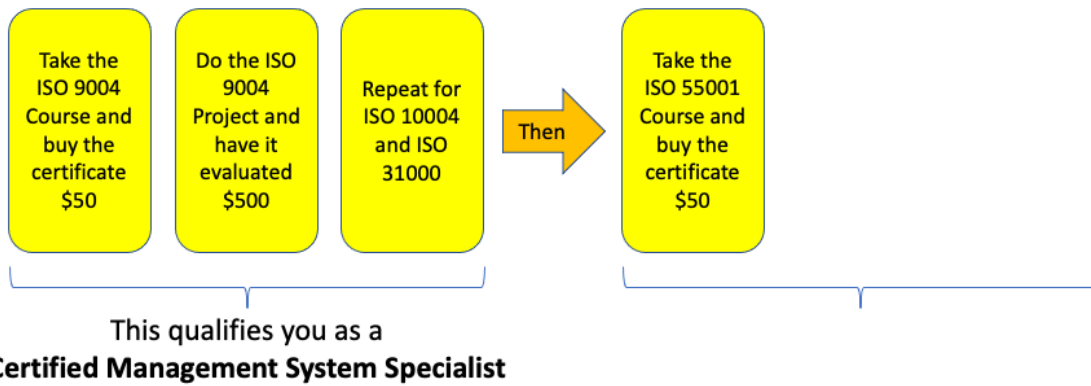


Here's your path to the 'Certified Management System Professional' Designation:

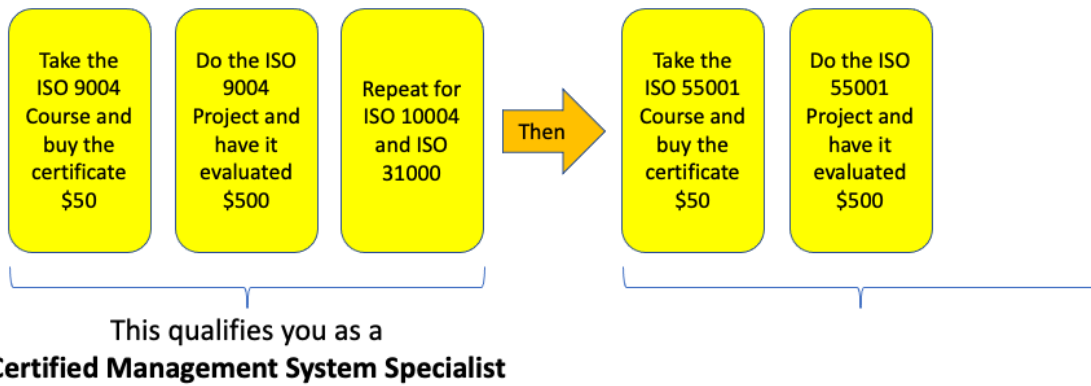


This qualifies you as a
Certified Management System Specialist

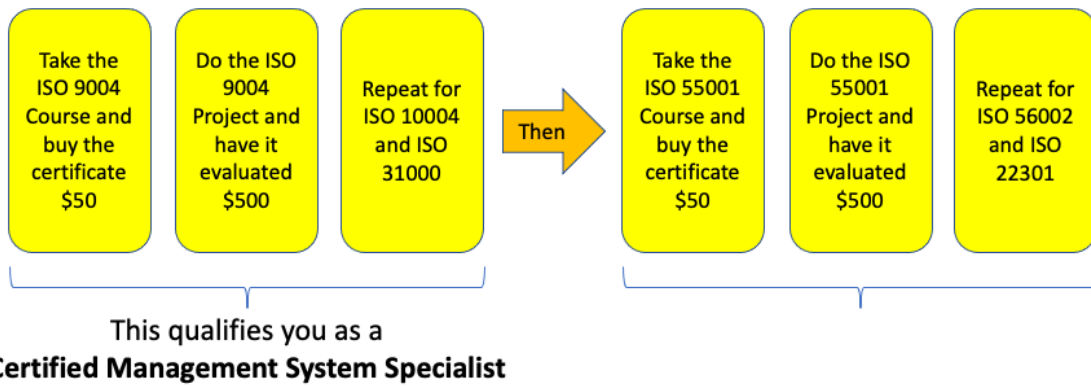
Here's your path to the 'Certified Management System Professional' Designation:



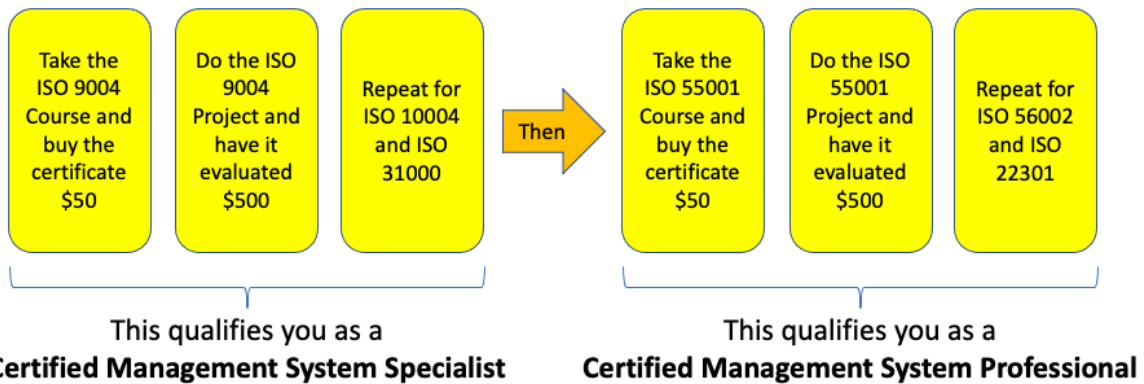
Here's your path to the 'Certified Management System Professional' Designation:



Here's your path to the 'Certified Management System Professional' Designation:



Here's your path to the 'Certified Management System Professional' Designation:



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

Issued by Management System Review (msr@msrfrhs.com)
ISO Store Order: 0P-002004-17/Document: 2018-07-04
Rights reserved. Reproduction, copying and distribution prohibited.

**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



Reference number
ISO 10004:2018(EN)

© ISO 2018

You can purchase ISO 9004:2018 at the ISO site, here:
<https://www.iso.org/standard/70397.html>

Contents

Page

| | |
|--|-----------|
| Foreword | v |
| Introduction | vi |
| 1 Scope | 1 |
| 2 Normative references | 1 |
| 3 Terms and definitions | 1 |
| 4 Concepts and guiding principles | 3 |
| 4.1 General..... | 3 |
| 4.2 Concept of customer satisfaction..... | 3 |
| 4.3 Guiding principles..... | 3 |
| 4.3.1 Commitment..... | 3 |
| 4.3.2 Capacity..... | 3 |
| 4.3.3 Transparency..... | 3 |
| 4.3.4 Accessibility..... | 3 |
| 4.3.5 Responsiveness..... | 3 |
| 4.3.6 Information integrity..... | 4 |
| 4.3.7 Accountability..... | 4 |
| 4.3.8 Improvement..... | 4 |
| 4.3.9 Confidentiality..... | 4 |
| 4.3.10 Customer-focused approach..... | 4 |
| 4.3.11 Competence..... | 4 |
| 4.3.12 Timeliness..... | 4 |
| 4.3.13 Comprehension..... | 4 |
| 4.3.14 Continuity..... | 4 |

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

We really understand what their expectations are

We think we understand, but we might not

We give them what we can create

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

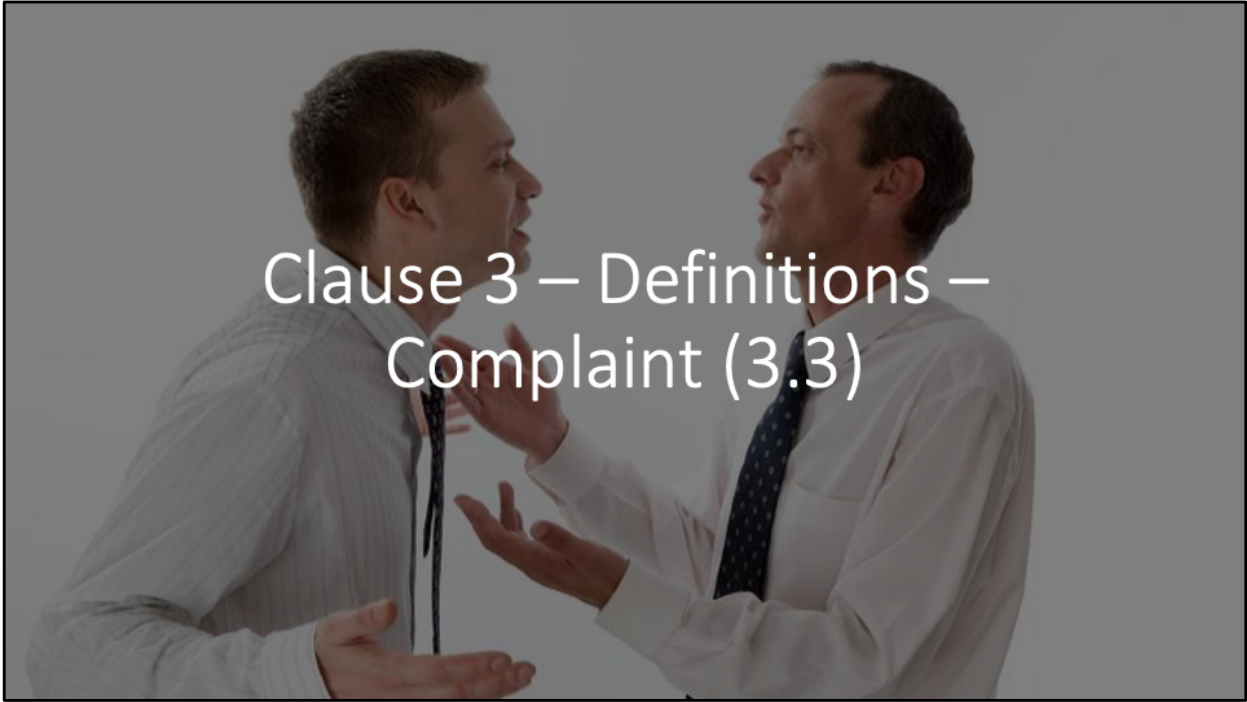


3.1
customer



Clause 3 – Definitions...Customer satisfaction (3.2)

3.2
customer satisfaction



Clause 3 – Definitions – Complaint (3.3)

3.3 complaint



Clause 3 – Definitions – Customer service (3.4)

3.4
customer service



Clause 3 – Definitions – Feedback (3.5)

3.5
feedback



3.6
interested party



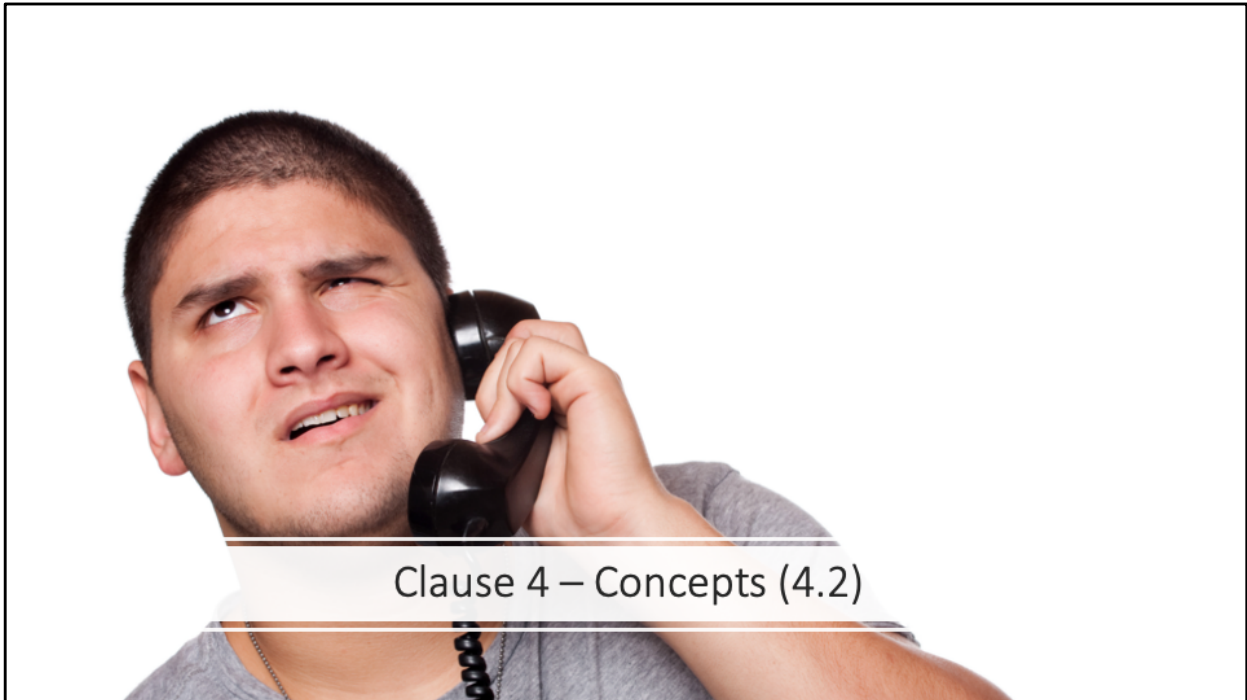
3.7
organization

Contents

Page

| | |
|--|----|
| Foreword | v |
| Introduction | vi |
| 1 Scope | 1 |
| 2 Normative references | 1 |
| 3 Terms and definitions | 1 |
| 4 Concepts and guiding principles | 3 |
| 4.1 General | 3 |
| 4.2 Concept of customer satisfaction | 3 |
| 4.3 Guiding principles | 3 |
| 4.3.1 Commitment | 3 |
| 4.3.2 Capacity | 3 |
| 4.3.3 Transparency | 3 |
| 4.3.4 Accessibility | 3 |
| 4.3.5 Responsiveness | 3 |
| 4.3.6 Information integrity | 4 |
| 4.3.7 Accountability | 4 |
| 4.3.8 Improvement | 4 |
| 4.3.9 Confidentiality | 4 |
| 4.3.10 Customer-focused approach | 4 |
| 4.3.11 Competence | 4 |
| 4.3.12 Timeliness | 4 |
| 4.3.13 Comprehension | 4 |
| 4.3.14 Continuity | 4 |





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.

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

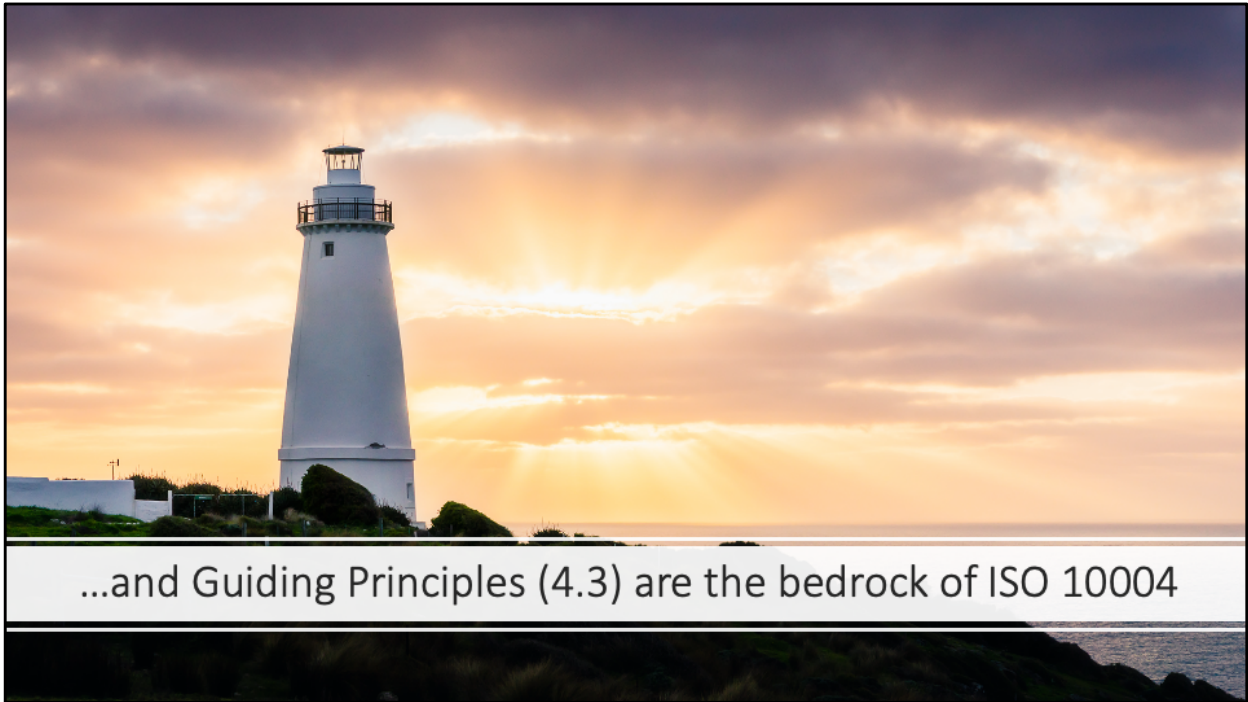
Gathering and dissemination of customer satisfaction information should be done at the appropriate time, consistent with the organization's objectives.

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.



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

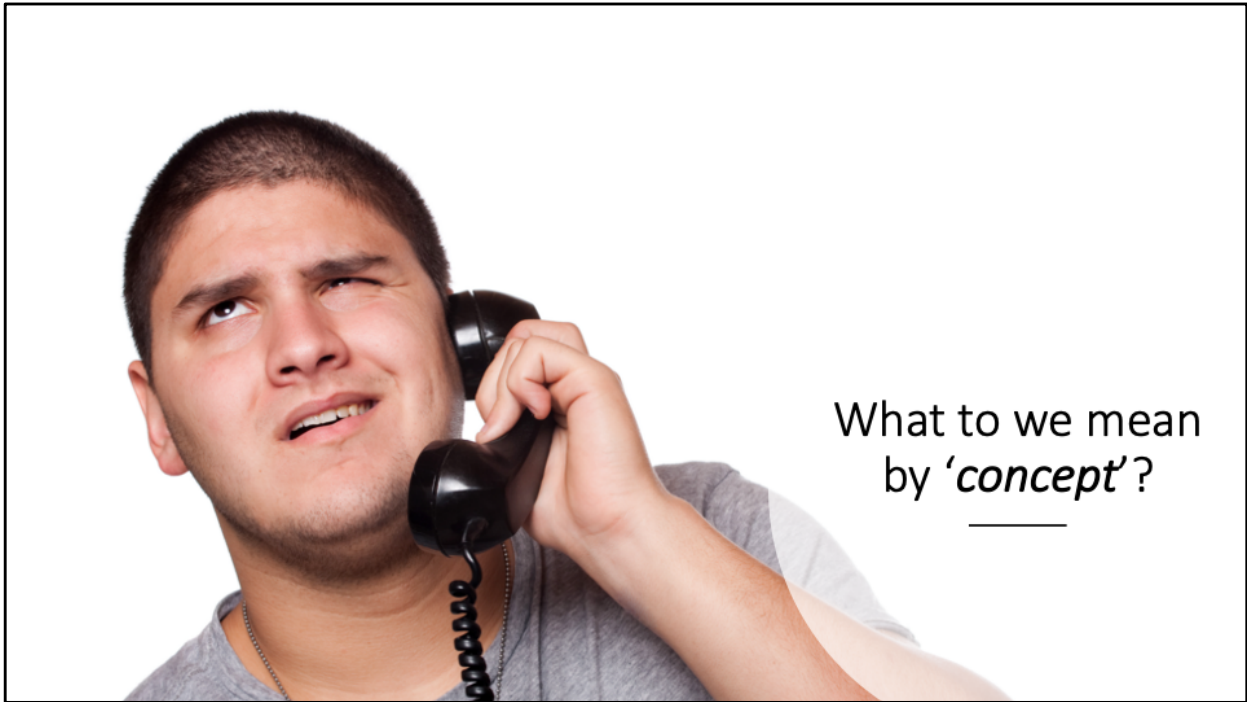
Gathering and dissemination of customer satisfaction information should be done at the appropriate time, consistent with the organization's objectives.

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.



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.



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.



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

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.



#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

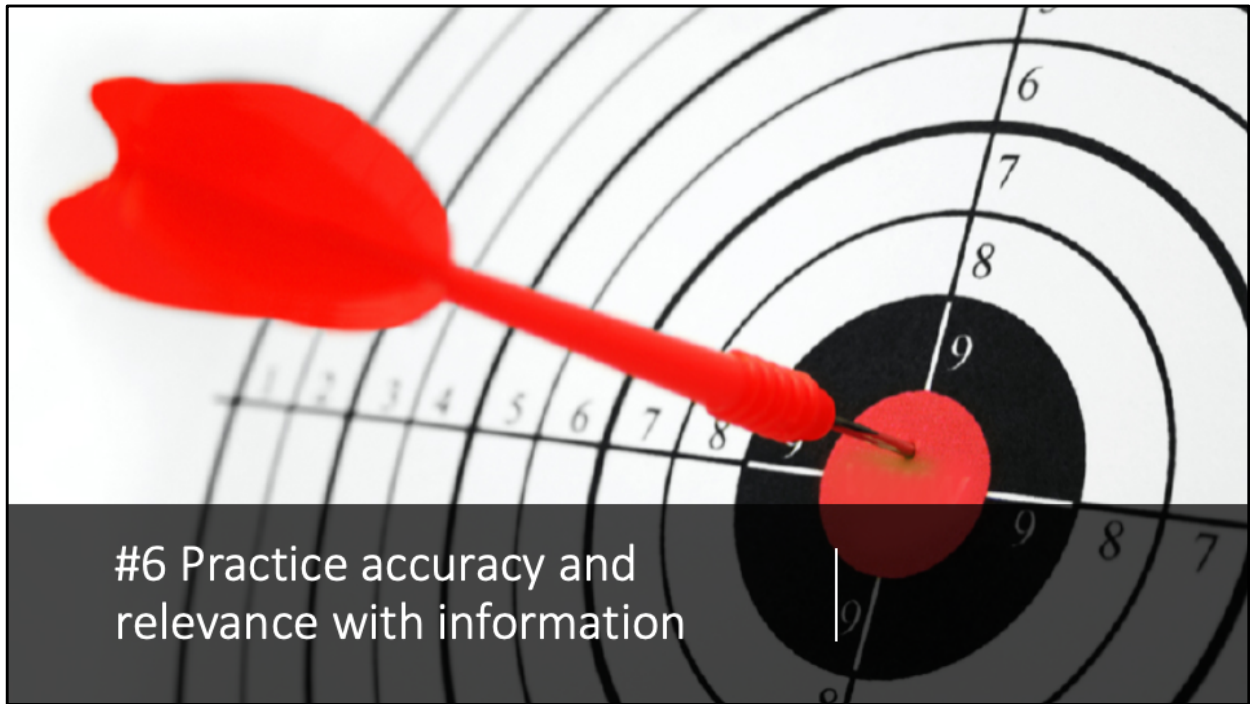
Customer satisfaction information should be easy to find and use.



#5 Keep needs and expectations of customers in mind when using customer satisfaction information

4.3.5 Responsiveness

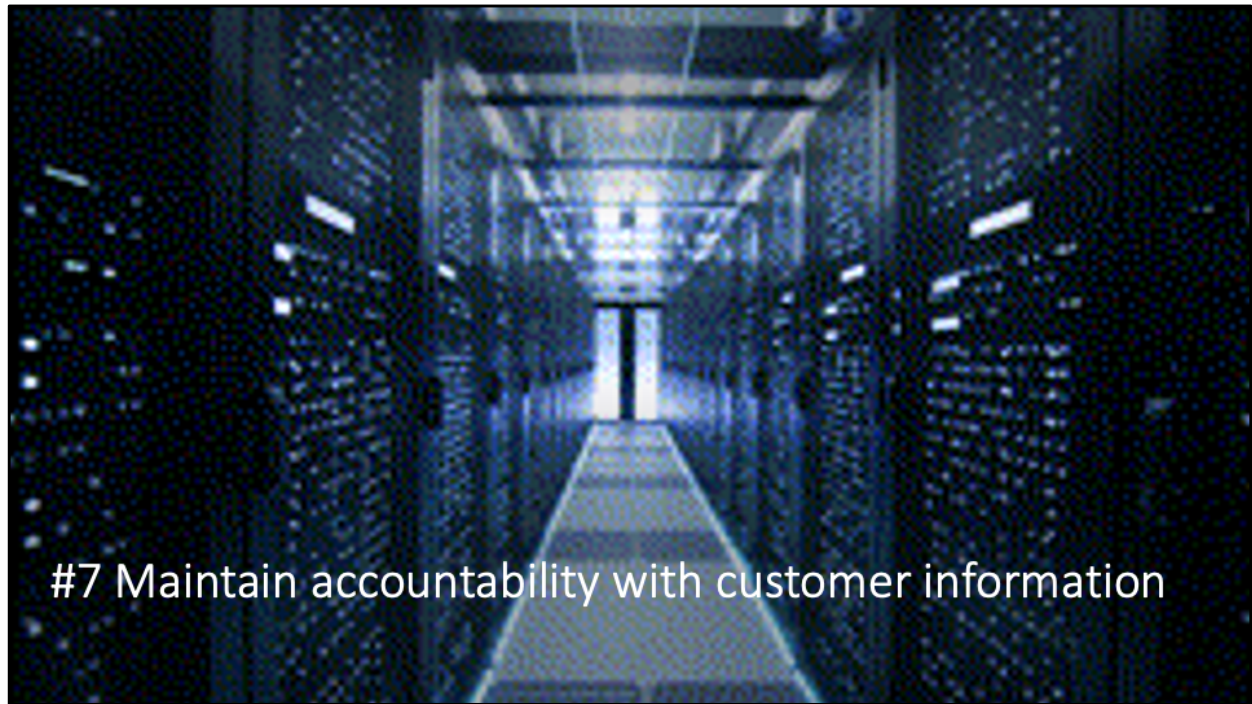
The organization should address the needs and expectations of customers in its use of customer satisfaction information.



#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.



#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.



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.



#13 Understand expectations and how well you met them

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

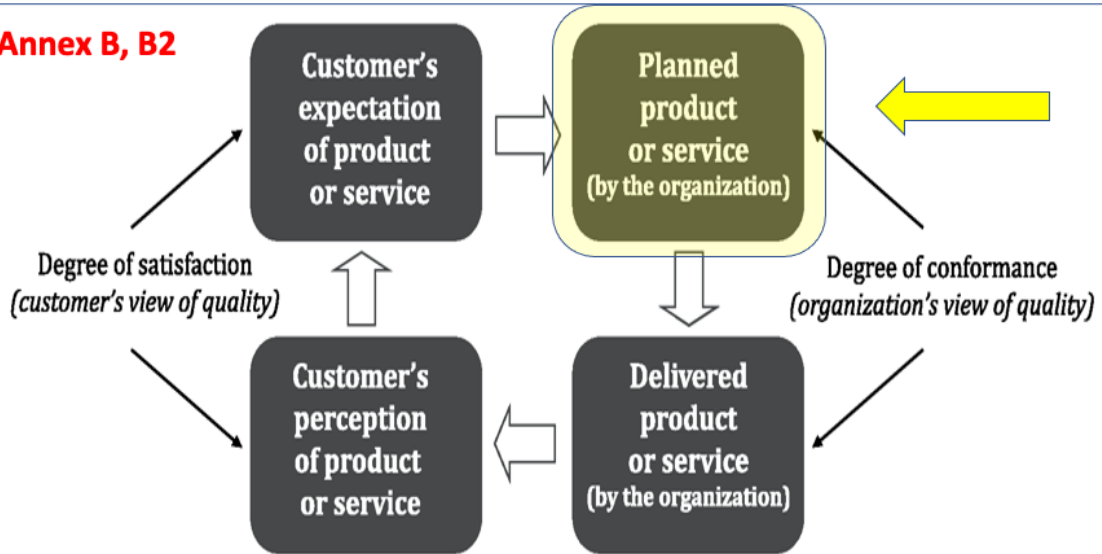


Figure B.1 — Customer satisfaction conceptual model

Annex B, B2

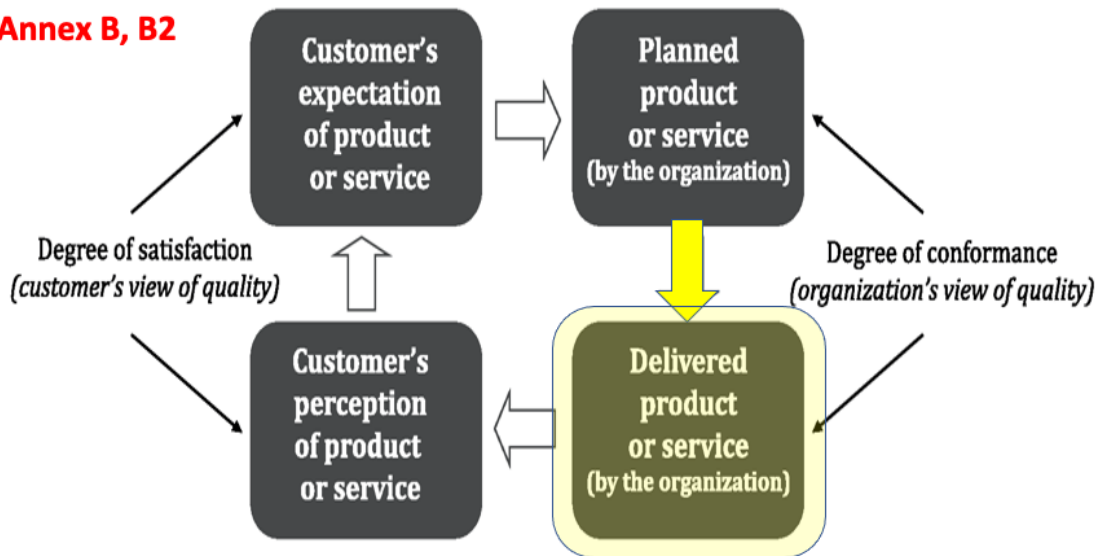
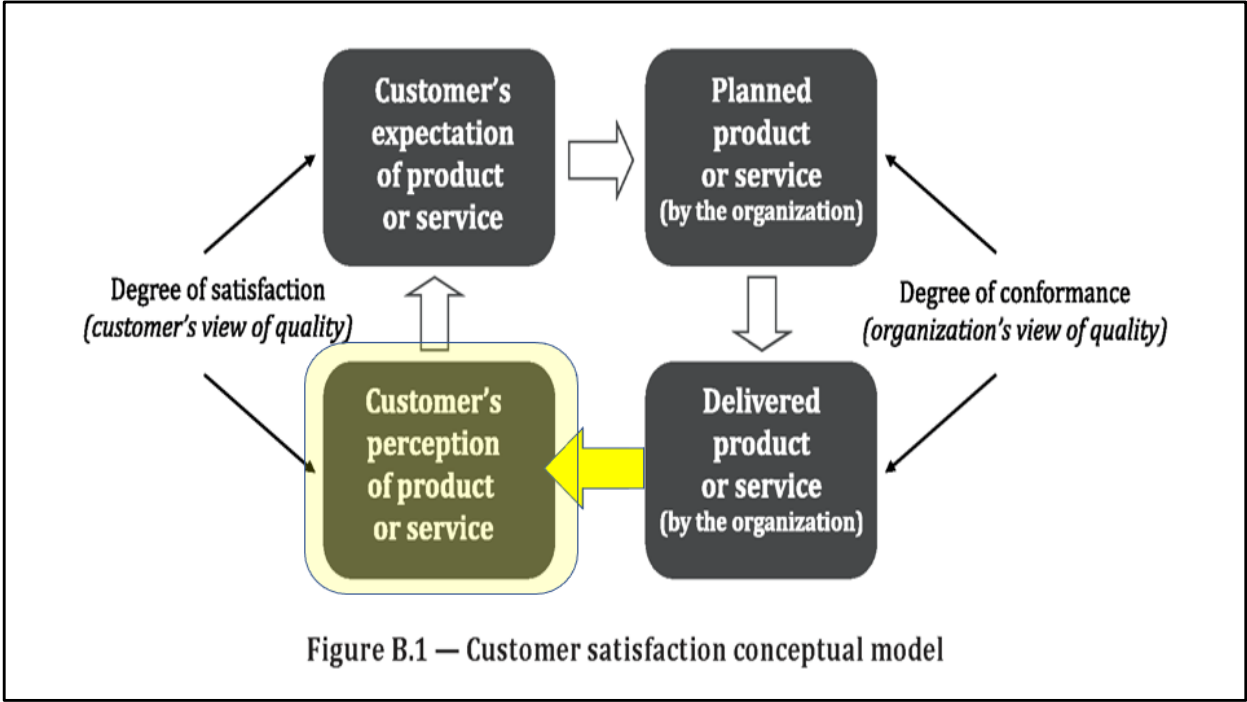
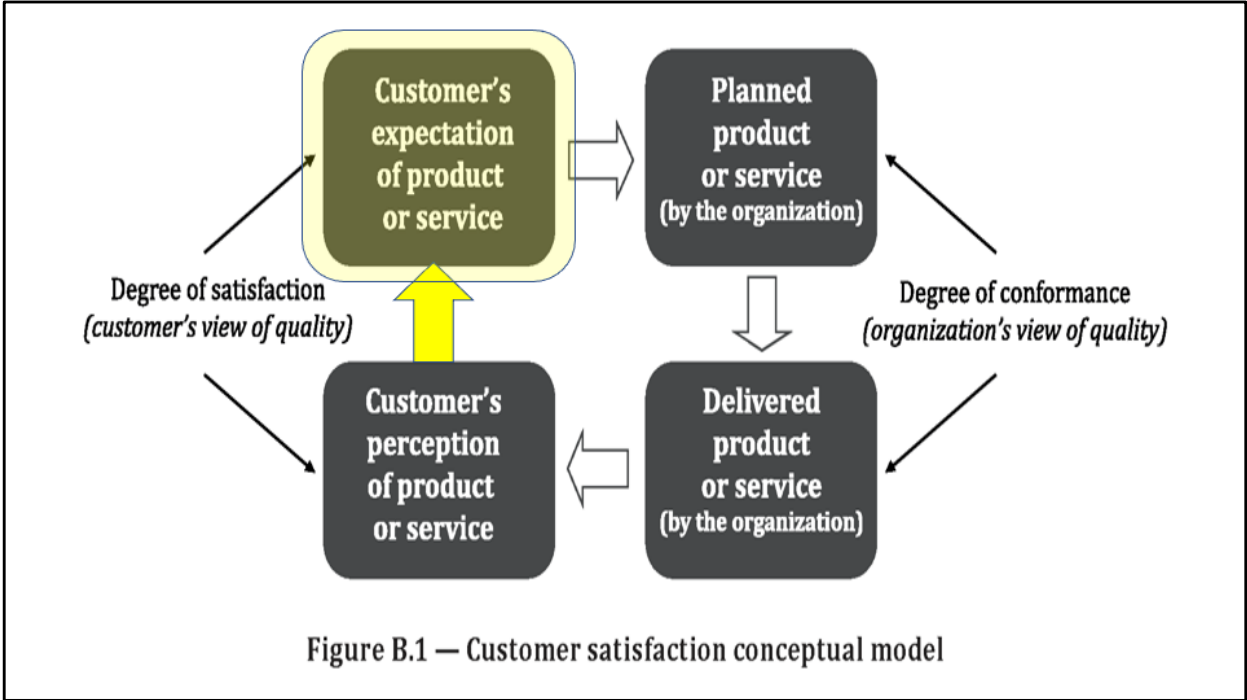
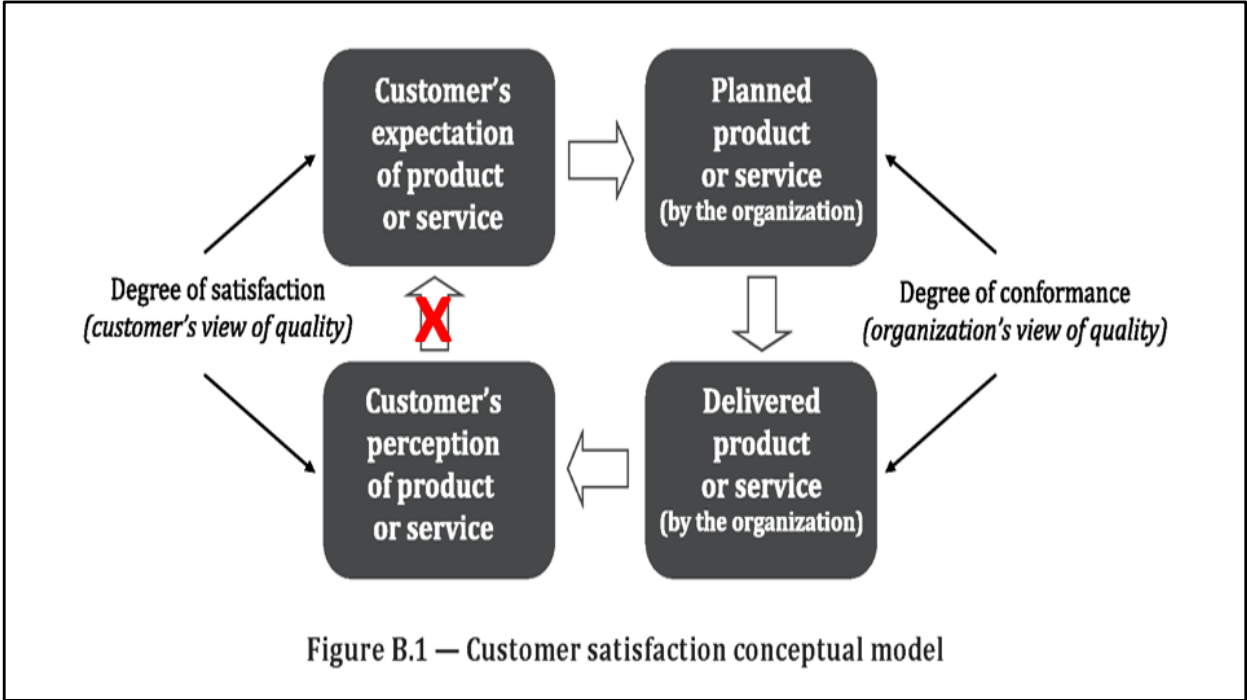
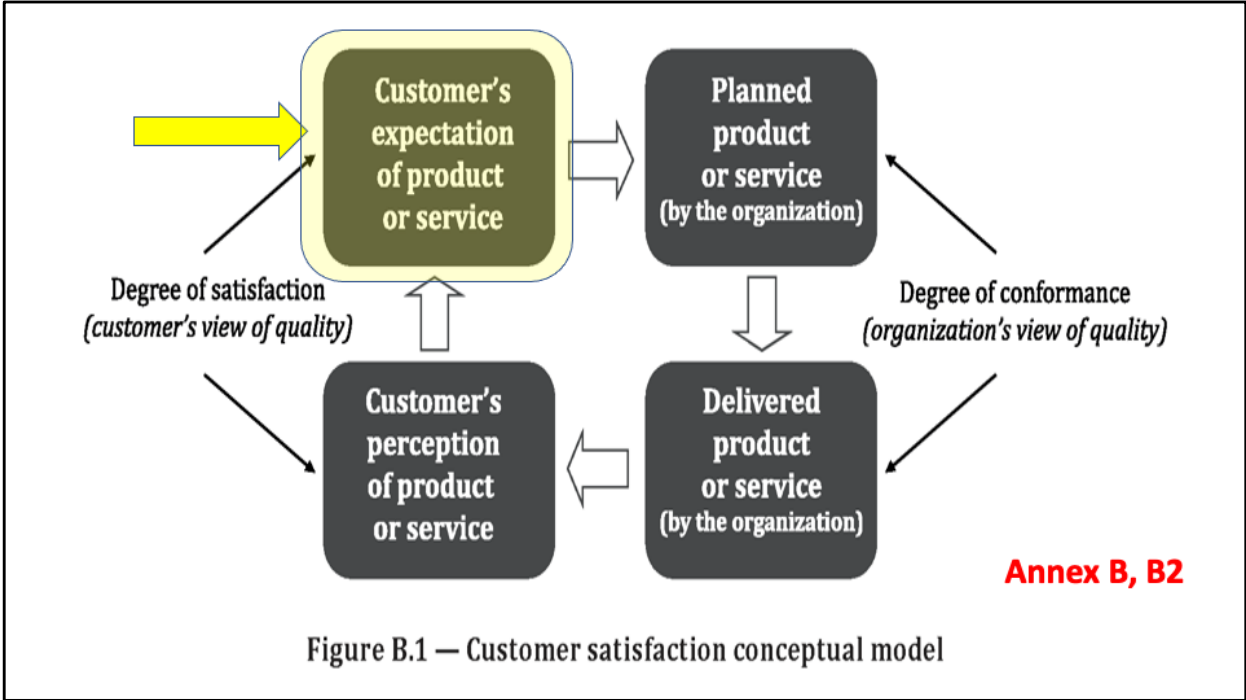


Figure B.1 — Customer satisfaction conceptual model









Customers' expectations change!



Quiz!


imsipro.org/courses/course-3-iso

Search courses

- 1.1 Download your PDF Workbook Here
- UNIT #1 1/2
 - 2.1 Unit #1 – ISO 31000 Part 1: Principles ✓
 - 2.1 Quiz #1 – 3 questions ← Click here on 'Quiz #1'
- UNIT #2 0/2
 - 3.1 Unit #2 – ISO 31000 Part 2: Framework ✓
 - 3.1 Quiz #2 – ISO 31000 – Section 2: Framework 3 questions
- UNIT #3 0/2
 - 4.1 Unit #3 – ISO 31000 Part 3: The Process 20 min ✓
 - 4.1 Quiz #3 – ISO 31000 – Section 3: The Process 3 questions
- CERTIFICATE 0/2
 - 5.1 Purchase Your Certificate
 - 5.1 Contact Us About Creating a Project on Your Path to Becoming a Certified Management System Professional 3 days

Final

Now We'll Look at Clauses 5 & 6

| | | | |
|---|----------|---|----------|
|  | 5 | Framework for monitoring and measuring customer satisfaction | 4 |
| | 5.1 | Context of the organization..... | 4 |
| | 5.2 | Establishment..... | 5 |
| | 6 | Planning, design and development | 5 |
| | 6.1 | Defining the purpose and objectives..... | 5 |
| | 6.2 | Determining the scope and frequency..... | 6 |
| | 6.3 | Determining implementation methods and responsibilities..... | 6 |
| | 6.4 | Allocating resources..... | 6 |

You can purchase ISO 9004:2018 at the ISO site, here:
<https://www.iso.org/standard/70397.html>

Clause 5: First step in building your framework:

Identify and address external and internal issues that are relevant to your purpose and that affect your ability to achieve the objectives of monitoring and measuring customer satisfaction

Second step in building your framework:

Identify the interested parties that are relevant to monitoring and measuring customer satisfaction. Address the relevant needs and expectations of these interested parties

Third step in building your framework:

Identify the scope of the processes for monitoring and measuring customer satisfaction. Consider the boundaries and applicability of these processes. Remember the external and internal issues and the needs of interested parties.

Then apply the 'Plan – Do – Check – Act' cycle to your customer satisfaction measurement activities (5.2)

Plan how to implement the measures
Identify customer expectations

Do: gather and analyze customer satisfaction data

Check: gather and analyze customer data

Act: give feedback on how to improve the measuring activity

More in clauses 7 & 8

The organization should establish a systematic approach to monitoring and measuring customer satisfaction. This approach should be supported by top management, leadership and commitment throughout the organization, and an organizational framework to enable the planning, design, development, operation, maintenance and improvement of processes for monitoring and measuring customer satisfaction.

Maintenance and improvement includes the review, evaluation and continual improvement of processes for monitoring and measuring customer satisfaction (see [Clause 8](#)).

When measuring and monitoring customer satisfaction, the organization should consider and address risks and opportunities that can arise. This involves:

- monitoring and evaluating processes and internal and external factors concerning risks and opportunities;
- identifying and assessing specific risks and opportunities;
- planning, designing, developing, implementing and reviewing corrective actions and improvements pertaining to identified and assessed risks and opportunities.

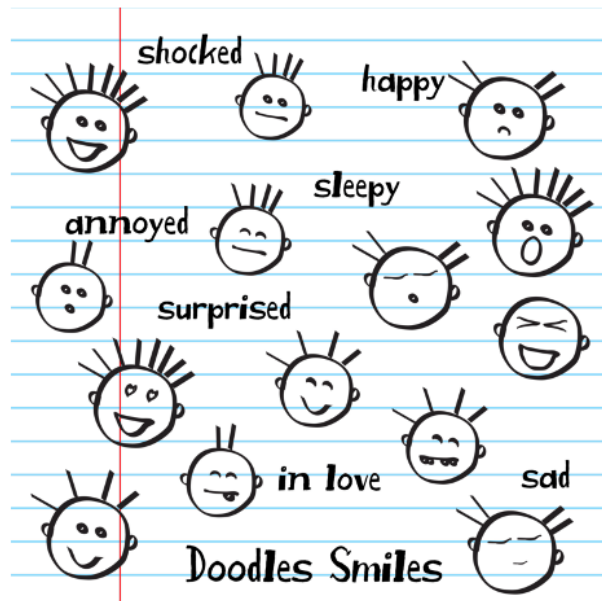
An opportunity is related to identification of a new possible way of realizing positive outcomes, which does not necessarily arise from the organization's existing risks. For example, the organization can identify a new product, service or process as a result of a customer suggestion provided in the course of customer satisfaction measurement.

Now We'll Look at Clause 6

| | | |
|---|---|---|
| 5 | Framework for monitoring and measuring customer satisfaction | 4 |
| 5.1 | Context of the organization..... | 4 |
| 5.2 | Establishment..... | 5 |
|  6 | Planning, design and development | 5 |
| 6.1 | Defining the purpose and objectives..... | 5 |
| 6.2 | Determining the scope and frequency..... | 6 |
| 6.3 | Determining implementation methods and responsibilities..... | 6 |
| 6.4 | Allocating resources..... | 6 |

You can purchase ISO 9004:2018 at the ISO site, here:
<https://www.iso.org/standard/70397.html>

What might be the 'purpose' of measuring customer satisfaction?



ISO 10004, Clause 6.1:

Some examples of the 'purpose' of monitoring and measuring customer satisfaction:

- to evaluate customer response to existing, new or re-designed products and services;
- to obtain information on specific aspects, such as supporting processes, personnel or organization behaviour;
- to investigate reasons for customer complaints;
- to investigate reasons for loss of customers or market share;
- to monitor trends in customer satisfaction;
- to compare customer satisfaction in relation to other organizations.

What are some examples of 'how'?



By Segment



By Region



By Time Period



By Market

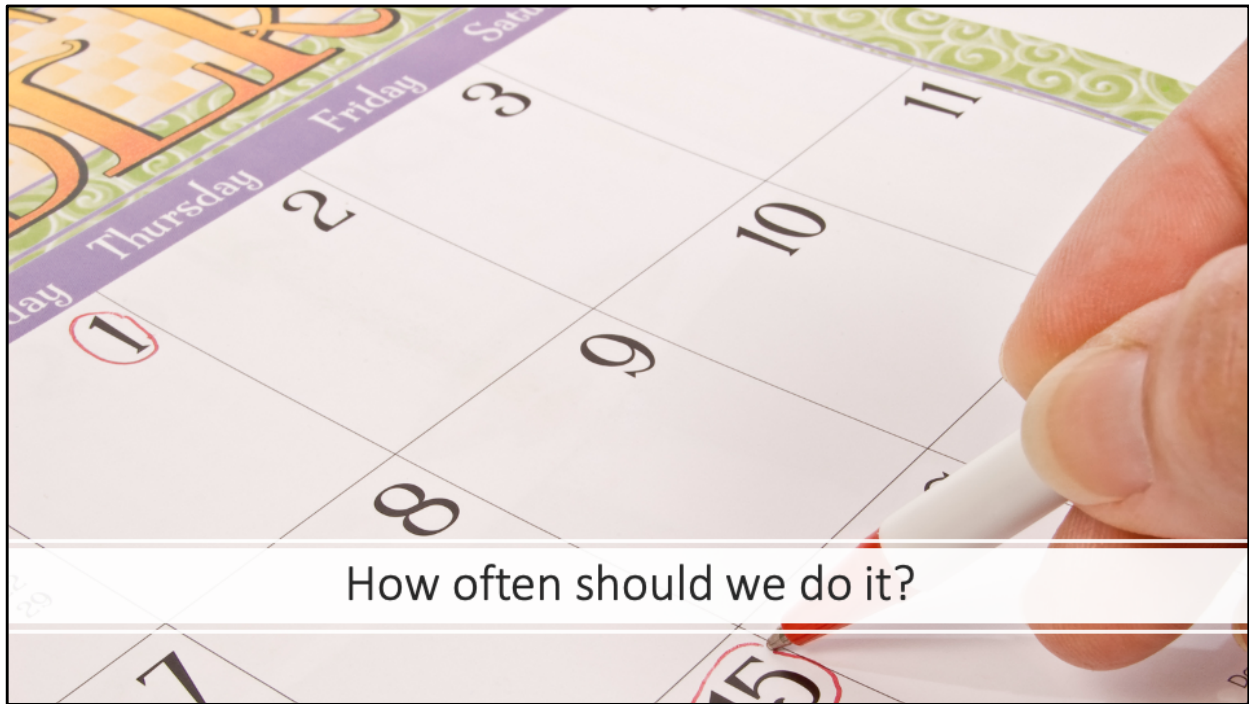


By Product



By Service

- by customer;
- by region;
- by time period;
- by market;
- by product;
- by service.



Determine the frequency of data gathering:
on a regular basis
on an occasional basis
or both, as dictated by business needs or specific events



You have some built in data sources...



News sources may have info about your industry...

Remember that you need resources to do it this...



Quiz!

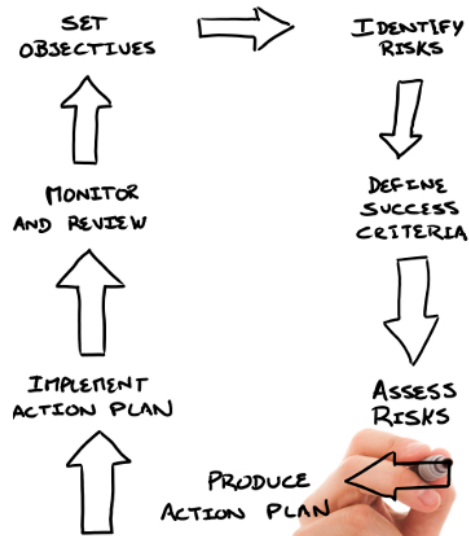
Now We'll Look at Clauses 7 & 8



| | | |
|-------|--|----|
| 7 | Operation | 7 |
| 7.1 | General | 7 |
| 7.2 | Identifying customer expectations | 7 |
| 7.2.1 | Identifying customers | 7 |
| 7.2.2 | Determining customer expectations | 7 |
| 7.3 | Gathering customer satisfaction data | 8 |
| 7.3.1 | Identifying and selecting characteristics related to customer satisfaction | 8 |
| 7.3.2 | Indirect indicators of customer satisfaction | 8 |
| 7.3.3 | Direct measures of customer satisfaction | 9 |
| 7.3.4 | Collecting customer satisfaction data | 10 |
| 7.4 | Analysing customer satisfaction data | 11 |
| 7.4.1 | General | 11 |
| 7.4.2 | Preparing the data for analysis | 11 |
| 7.4.3 | Determining the method of analysis | 11 |
| 7.4.4 | Conducting the analysis | 11 |
| 7.4.5 | Validating the analysis | 12 |
| 7.4.6 | Reporting results and recommendations | 12 |
| 7.5 | Communicating customer satisfaction information | 12 |
| 7.6 | Monitoring customer satisfaction | 13 |
| 7.6.1 | General | 13 |
| 7.6.2 | Examining the customers selected and the data gathered | 13 |
| 7.6.3 | Examining customer satisfaction information | 13 |
| 7.6.4 | Monitoring actions taken in response to customer satisfaction information | 13 |
| 7.6.5 | Assessing the effectiveness of actions taken | 13 |

You can purchase ISO 9004:2018 at the ISO site, here:
<https://www.iso.org/standard/70397.html>

Clause 7: Establish a systematic approach to measure and monitoring customer satisfaction...



Plan

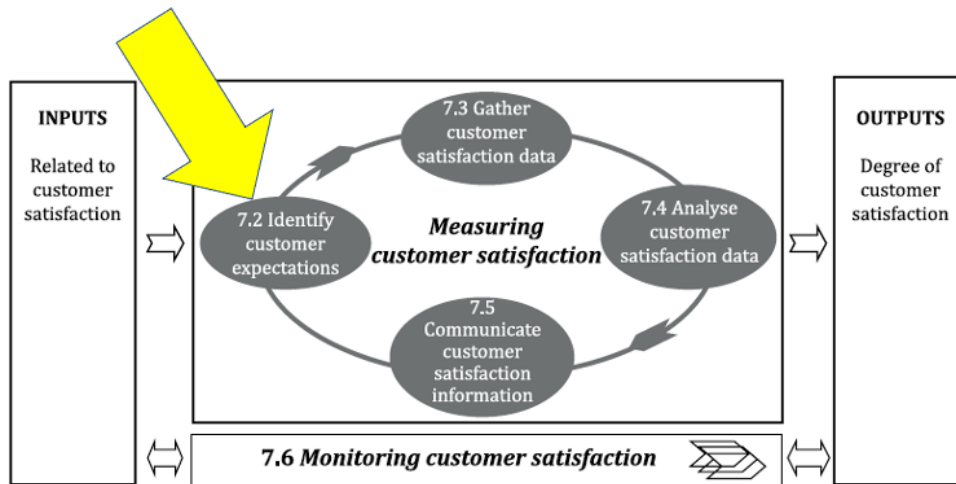
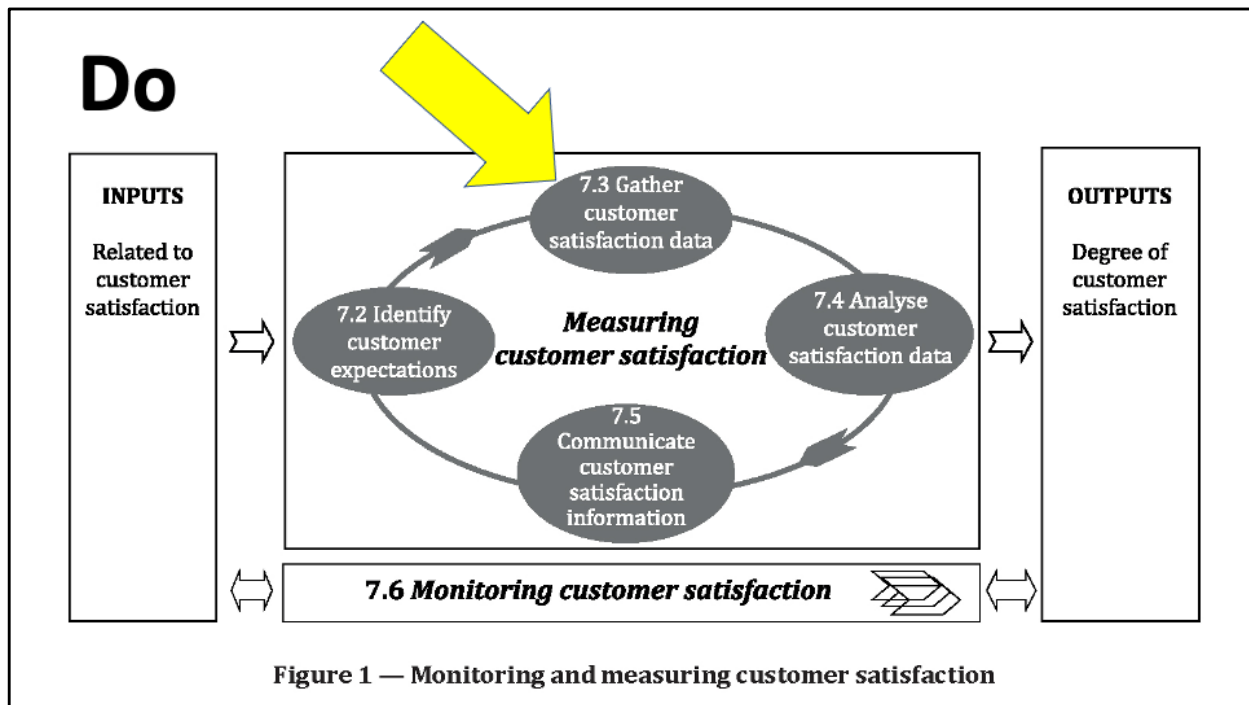


Figure 1 — Monitoring and measuring customer satisfaction



Identify Customers
Identify Expecations

Check

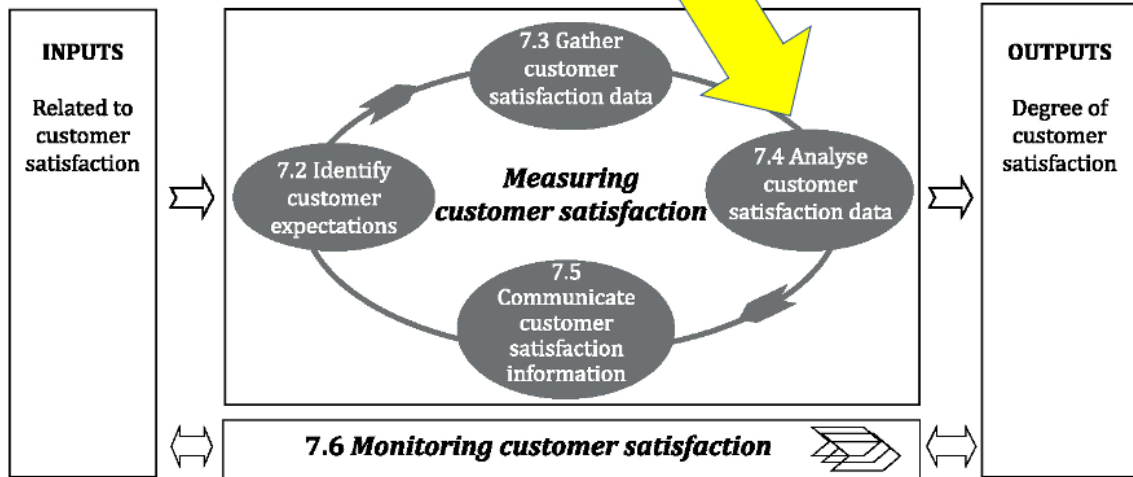


Figure 1 — Monitoring and measuring customer satisfaction

Act

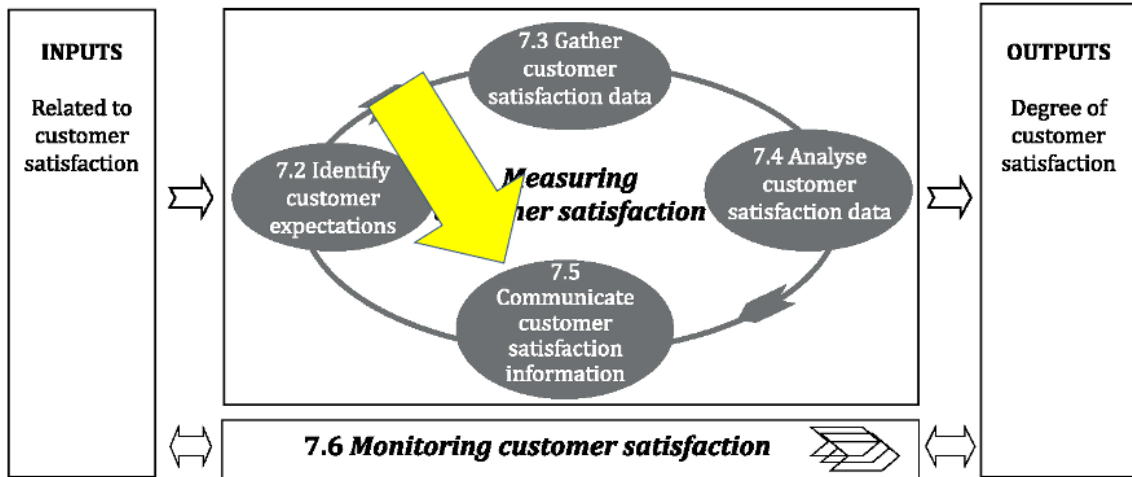
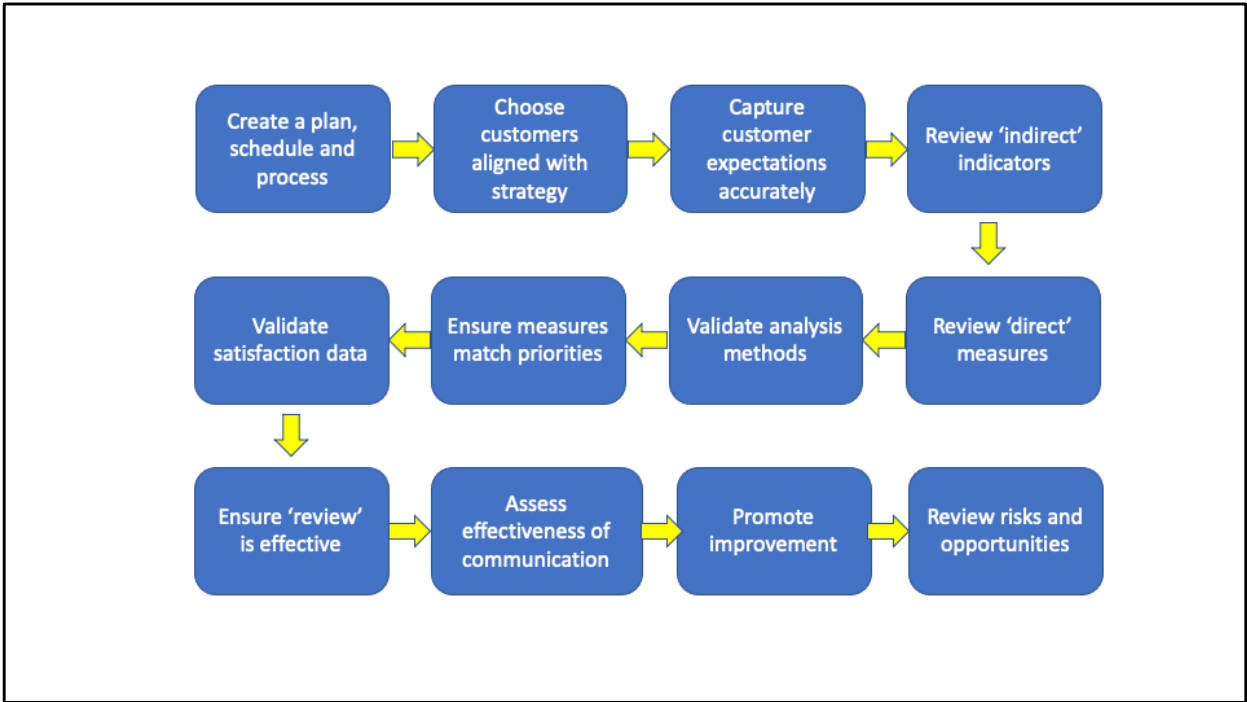
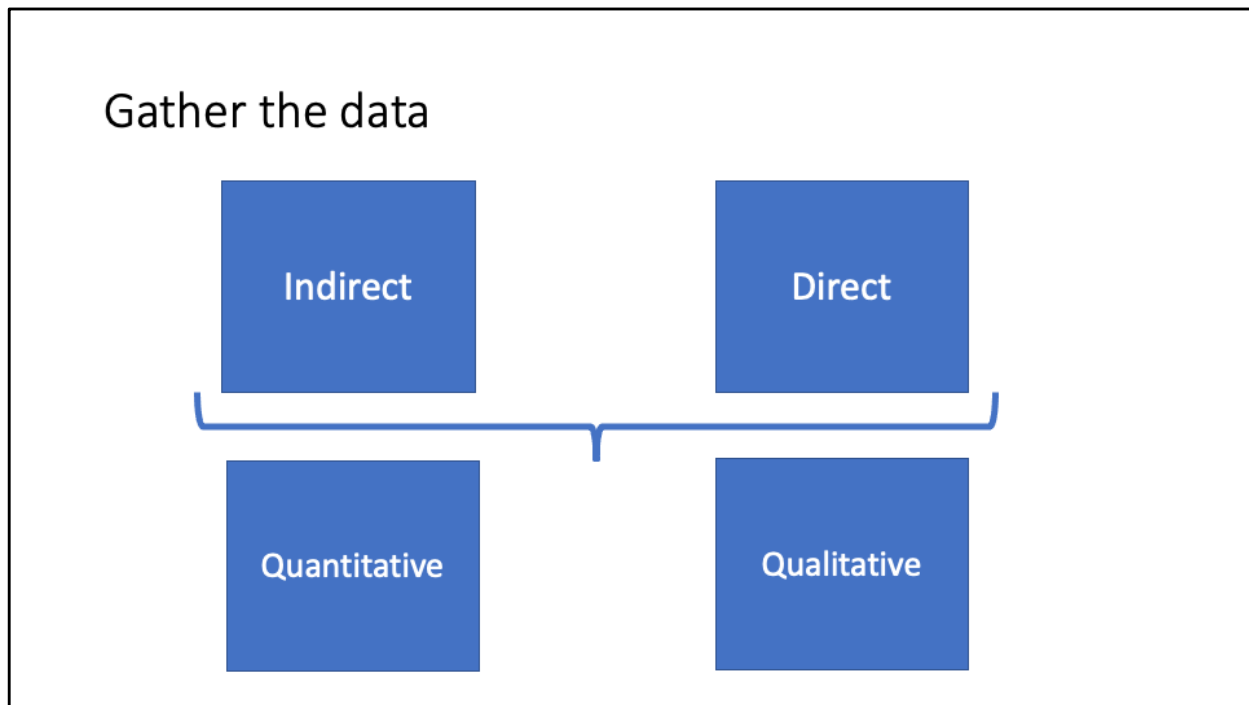


Figure 1 — Monitoring and measuring customer satisfaction





Frequency/trends in complaints/disputes

Frequency/trends in returns, repairs, installations, field inspection reports

Frequency/trends in service non-conformities (e.g on time shipping

Marketing data obtained – customer service calls – marketing communication

Supplier surveys conducted by customer organizations – comparison surveys

Media reports

Sector/industry studies - comparison

Regulatory agency reports/publications

Social media

There is a better way to approach monitoring and measuring customer satisfaction:



KNOWLEDGE OF DEMAND IN CUSTOMER TERMS



A FOCUS ON ONLY DOING THE VALUE WORK – THE THINGS THAT REALLY MATTER TO EACH AND EVERY CUSTOMER



MEASURING 'ACHIEVEMENT OF PURPOSE' IN CUSTOMER TERMS

John Seddon, Vanguard Consulting

Now We'll Look at Clause 8 & Annexes

| | | |
|------------------------------|---|-----------|
| 8 | Maintenance and improvement | 14 |
| Annex A (informative) | Interrelationship of ISO 10001, ISO 10002, ISO 10003 and this document | 15 |
| Annex B (informative) | Conceptual model of customer satisfaction | 17 |
| Annex C (informative) | Identification of customer expectations | 19 |
| Annex D (informative) | Direct measurement of customer satisfaction | 22 |
| Annex E (informative) | Analysis of customer satisfaction data | 28 |
| Annex F (informative) | Using customer satisfaction information | 33 |
| | Bibliography | 35 |

You can purchase ISO 10004:2018 at the ISO site, here:
<https://www.iso.org/standard/70397.html>

The organization should periodically review its processes for monitoring and measuring customer satisfaction, in order to ensure that they are effective and efficient and that they yield information that is current, relevant and useful. Typical actions to consider include:

- ensuring that there is a plan, schedule and defined process for monitoring and measuring customer satisfaction;
- reviewing the process of selecting customers and characteristics to ensure they are aligned with business goals and priorities;
- ensuring that methods and processes for direct measurement of satisfaction reflect changing customer conditions and business goals;
- reviewing the methods of analysis of customer satisfaction data to ensure they are valid and adequate;
- verifying that the various components and their relative weights reflect current business priorities, if the customer satisfaction data are consolidated into an indicator such as CSI;
- periodically reviewing the process for validating customer satisfaction information

against internal data or other business indicators;

- verifying that the forum and process for ongoing review of customer satisfaction information is appropriate and adequate;

- verifying that the process for communication of customer satisfaction information to relevant functions is operational and effective, e.g. determining if the recipients find the information useful or if the information is utilized;

- identifying impediments and aids to communicating customer satisfaction information in order to promote improvement;

- reviewing risks and opportunities related to customer satisfaction measuring and monitoring;

- evaluating the effectiveness of the actions taken in relation to risks and opportunities.

NOTE Information from the use of code of conduct for customer satisfaction (see ISO 10001), complaints handling processes (see ISO 10002) and dispute resolution processes (see ISO 10003) can assist in the maintenance and improvement of processes for monitoring and measuring customer satisfaction.

Maintenance is important to stay in the loop...



Be sure that the indicators are relevant

- ensuring that the process for capturing customer expectations (implicit and explicit) is current and comprehensive in scope and that it includes verification, where possible with the customer;
- reviewing the indirect indicators of customer satisfaction, including lost customer analysis, to ensure the sources are current, comprehensive and relevant;



The better
your
measures,
the better
the results...



Figure C.1 — Relationship between various characteristics and customer satisfaction

The Annexes (A – E) contain more guidance...

No quiz questions from the annex!

There's some guidance in the Annex...

- **Annex A (informative) Interrelationship of ISO 10001, ISO 10002, ISO 10003 and this document**
- **Annex B (informative) Conceptual model of customer satisfaction**
- **Annex C (informative) Identification of customer expectations**
- **Annex D (informative) Direct measurement of customer satisfaction**
- **Annex E (informative) Analysis of customer satisfaction data**
- **Annex F (informative) Using customer satisfaction information**

**Next up: MSP Course #3: ISO ISO 31000 –
Risk Management Principles and Guidelines**

We hope you found ISO 10004 helpful!

Quiz #3!

After the Quiz click here to purchase your certificate if you care to:

The screenshot shows a web browser window with the URL imsipro.org/courses/course-1-iso-10004-customer-satisfaction-monitoring. Below the search bar, the course content is organized into units and quizzes. A yellow arrow points to the 'Purchase Your Certificate For ISO' option, which is item 1.5 in the list.

- UNIT #1 ISO 9004 - CLAUSES 3, 4 & 5 0/9
 - 1.1 Download your ISO 9004 PDF Workbook Here
 - 1.2 Unit #1 ISO 9004 - Clauses 3, 4 & 5
 - 1.1 Quiz #1 - ISO 9004 - Unit 1: Clauses 3, 4 & 5 4 questions
 - 1.3 Unit #2 ISO 9004 - Clauses 6, 7 & 8
 - 1.2 Quiz #2 - ISO 9004 - Unit 2: Clauses 6, 7 & 8 5 questions
 - 1.4 Unit #3 ISO 9004 - Clauses 9, 10 & 11
 - 1.3 Quiz #3 - ISO 9004 - Unit 3: Clauses 9, 10 & 11 4 questions
 - 1.5 Purchase Your Certificate For ISO
 - 1.6 Contact Us About Creating an ISO 9004 Project on Your Path to Becoming a Certified Management System Professional

Or here:

WISHLIST

UNIT #1 ISO 9004 - CLAUSES 3, 4 & 5 0/9

- Lecture 1.1 Download your ISO 9004 PDF Workbook Here
- Lecture 1.2 Unit #1 ISO 9004 – Clauses 3, 4 & 5
- Quiz 1.1 Quiz #1 – ISO 9004 – Unit 1: Clauses 3, 4 & 5 4 questions
- Lecture 1.3 Unit #2 ISO 9004 – Clauses 6, 7 & 8
- Quiz 1.2 Quiz #2 – ISO 9004 – Unit 2: Clauses 6, 7 & 8 5 questions
- Lecture 1.4 Unit #3 ISO 9004 – Clauses 9, 10 & 11
- Quiz 1.3 Quiz #3 – ISO 9004 – Unit 3: Clauses 9, 10 & 11 4 questions
- Lecture 1.5 Purchase Your Certificate For ISO
- Lecture 1.6 Contact Us About Creating an ISO 9004 Project on Your Path to Becoming a Certified Management System Professional