SLOVENSKI STANDARD

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Vodenje kakovosti - Zadovoljstvo odjemalcev - Smernice za nadzorovanje in merjenje

Quality management - Customer satisfaction - Guidelines for monitoring and measuring

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Management de la qualité - Satisfaction du client - Lignes directrices relatives à la surveillance et au mesurage

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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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Foreword

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The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

In other circumstances, particularly when there is an urgent market requirement for such documents, a technical committee may decide to publish other types of normative document:

— an ISO Publicly Available Specification (ISO/PAS) represents an agreement between technical experts in an ISO working group and is accepted for publication if it is approved by more than 50 % of the members of the parent committee casting a vote;

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An ISO/PAS or ISO/TS is reviewed after three years in order to decide whether it will be confirmed for a further three years, revised to become an International Standard, or withdrawn. If the ISO/PAS or ISO/TS is confirmed, it is reviewed again after a further three years, at which time it must either be transformed into an International Standard or be withdrawn.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO/TS 10004 was prepared by Technical Committee ISO/TC 176, *Quality management & Quality assurance*, Subcommittee SC 3, *Supporting Technologies*.

Introduction

0.1 General

One of the key elements of organizational success is the customer's satisfaction with the organization and its products. Therefore, it is necessary to monitor and measure customer satisfaction.

The information obtained from monitoring and measuring customer satisfaction can help identify opportunities for improvement of the organization's strategies, products, processes and characteristics that are valued by customers, and serve the organization's objectives. Such improvements can strengthen customer confidence and result in commercial and other benefits.

This International Standard provides guidance to the organization on establishing effective processes for monitoring and measuring customer satisfaction.

0.2 Relationship with ISO 9001:2008

This International Standard is compatible with ISO 9001:2008, whose objectives it supports by providing guidance on monitoring and measuring customer satisfaction. This International Standard can help address specific clauses in ISO 9001:2008 related to customer satisfaction, namely those listed below.

a) ISO 9001:2008, 5.2, on customer focus: "Top management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction."

b) ISO 9001:2008, 6.1, b), on resource management: "The organization shall determine and provide the resources needed (…) to enhance customer satisfaction by meeting customer requirements."

c) ISO 9001:2008, 8.2.1, on customer satisfaction: "As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined."

d) ISO 9001:2008, 8.4, on analysis of data: "The organization shall determine, collect and analyse appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources. The analysis of data shall provide information relating to (...) customer satisfaction (…)."

This International Standard can also be used independently of ISO 9001.

0.3 Relationship with ISO 9004:2009

This International Standard is also compatible with ISO 9004:2009, which provides guidance on managing for the sustained success of an organization. This International Standard supplements the following guidance given in:

— ISO 9004:2009, Clause B.2, on customer focus, and

— ISO 9004:2009, 8.3.1 and 8.3.2, on determining needs, expectations and satisfaction of customers.

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0.4   Relationship with ISO 10001, ISO 10002, ISO 10003

This International Standard is compatible with ISO 10001, ISO 10002 and ISO 10003. These four standards can be used either independently or in conjunction with each other. When used together, ISO 10001, ISO 10002, ISO 10003 and this International Standard can be part of a broader and integrated framework for enhanced customer satisfaction through codes of conduct, complaints handling, dispute resolution and monitoring and measurement of customer satisfaction (see Annex F).

ISO 10001 contains guidance on codes of conduct for organizations related to customer satisfaction. Such codes of conduct can decrease the likelihood of problems arising and can eliminate causes of complaints and disputes which can decrease customer satisfaction.

ISO 10001 and ISO 10004 can be used together. Guidelines given in ISO 10004 can support the establishment and implementation of codes of conduct. For example, the processes described in ISO 10004 can assist the organization to monitor and measure customer satisfaction with these codes of conduct (see 8.3 of ISO 10001). Likewise, the codes of conduct can assist the organization in defining and implementing processes for monitoring and measuring customer satisfaction. For example, an organization can establish a code of conduct with respect to the confidentiality of customer information in monitoring and measuring customer satisfaction.

ISO 10002 contains guidance on the internal handling of product-related complaints. This guidance can help to preserve customer satisfaction and loyalty by resolving complaints effectively and efficiently.

ISO 10002 and ISO 10004 can be used together. Guidelines given in ISO 10004 can support the establishment and implementation of a complaints-handling process. For example, the processes described in ISO 10004 can assist the organization to monitor and measure customer satisfaction with the complaints-handling process (see 8.3 of ISO 10002). Likewise, information from a complaints-handling process can be used in monitoring and measuring customer satisfaction. For example, the frequency and type of complaints can be an indirect indicator of customer satisfaction (see 7.3.2, ISO 10004).

ISO 10003 contains guidance on the resolution of disputes regarding product-related complaints that could not be satisfactorily resolved internally. ISO 10003 can help to minimize customer dissatisfaction stemming from unresolved complaints.

ISO 10003 and ISO 10004 can be used together. Guidelines given in ISO 10004 can support the establishment and implementation of dispute resolution process. For example, the processes described in ISO 10004 can assist the organization to monitor and measure customer satisfaction with the dispute resolution process (see 8.3.2 of ISO 10003). Likewise, information from a dispute resolution process can be used in monitoring and measuring customer satisfaction. For example, the frequency and nature of disputes can be an indirect indicator of customer satisfaction (see 7.3.2, ISO 10004). Collectively, ISO 10001, ISO 10002 and ISO 10003 provide guidance which can help to minimize customer dissatisfaction and enhance customer satisfaction. This International Standard complements ISO 10001, ISO 10002 and ISO 10003 by providing guidance on the monitoring and measuring of customer satisfaction. The information gained can guide the organization to take actions which can help to sustain or enhance customer satisfaction.

Quality management — Customer satisfaction — Guidelines for monitoring and measuring

1 Scope

This International Standard provides guidance in defining and implementing processes to monitor and measure customer satisfaction.

This International Standard is intended for use by organizations regardless of type, size or product provided. The focus of this International Standard is on customers external to the organization.

This International Standard is not intended for certification or contractual purposes, nor is it intended to change any rights or obligations under applicable statutory or regulatory requirements.

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2 Normative references

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The following referenced documents are indispensable for the application of this document: For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies. 10004:2012

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ISO 9000:2005, *Quality management systems — Fundamentals and vocabulary*

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3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2005 and the following apply.

3.1
product

result of a process

NOTE 1   Product can be a service, software, hardware or processed material.

NOTE 2   Adapted from ISO 9000:2005, definition 3.4.2, whose original three notes have been condensed into Note 1.

3.2
customer

organization or person that receives a product

EXAMPLE   Consumer, client, end-user, retailer, beneficiary, purchaser.

NOTE 1   Customers might include other interested parties who might be affected by the products provided by the organization and who might influence the success of the organization.

NOTE 2   While a customer can be internal or external to the organization, the focus of this International Standard is on the external customer.

NOTE 3   Adapted from ISO 9000:2005, definition 3.3.5, whose original note has been expanded into Notes 1 and 2.

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3.3
customer satisfaction

customer's perception of the degree to which the customer's requirements have been fulfilled

NOTE 1   Customer complaints are a common indicator of low customer satisfaction but their absence does not necessarily imply high customer satisfaction.

NOTE 2   Even when customer requirements have been agreed with the customer and fulfilled, this does not necessarily ensure high customer satisfaction.

(ISO 9000:2005, definition 3.1.4)

3.4
requirement

need or expectation that is stated, generally implied or obligatory

NOTE   Adapted from ISO 9000:2005, definition 3.1.2, whose original five notes have been removed.

3.5
organization

group of people and facilities with an arrangement of responsibilities, authorities and relationships

EXAMPLE: company, corporation, firm, enterprise, institution, charity, sole trader, association, government agency or parts or combination thereof.

NOTE Adapted from ISO 9000:2005, 3.3.1. Notes have been deleted.

3.6
interested party

NOTE Adapted from ISO 9000:2005, 3.3.7. The Example and Note have been deleted.

3.7
customer satisfaction code of conduct
code of conduct

promises, made to **customers** (3.2) by an **organization** (3.5) concerning its behaviour, that are aimed at enhanced **customer satisfaction** (3.3) and related provisions

NOTE 1: Related provisions can include objectives, conditions, limitations, contact information and complaints handling procedures.

NOTE 2: Hereafter in this International Standard, the term "code of conduct" is used in place of "customer satisfaction code of conduct".

NOTE 3: Adapted from ISO 10001:2007, 3.1. Note 2 has been changed for the purpose of this International Standard.

3.8
complaint

expression of dissatisfaction made to an **organization** (3.5), related to its products, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected

(ISO 10002:2004, 3.2)

NOTE Complaints can be made in relation to the processes for monitoring and measuring **customer satisfaction** (3.3).

3.9
dispute

<dispute resolution> disagreement, arising from a **complaint** (3.8), submitted to a **provider** (3.10)

NOTE   Some **organizations** (3.5) allow their **customers** (3.2) to express their dissatisfaction to a provider in the first instance. In this situation, the expression of dissatisfaction becomes a complaint when sent to the organization for a response, and becomes a dispute if not resolved by the organization without provider intervention. Many organizations prefer their customers to first express any dissatisfaction to the organization before utilizing dispute resolution external to the organization.

(ISO 10003:2007, 3.6)

3.10
provider

<dispute resolution> person or **organization** (3.5) that supplies and operates a **dispute** (3.9) resolution process, external to the organization

NOTE Adapted from ISO10003:2007, 3.9. The notes have been deleted.

4   Concept and guiding principles

4.1   General

The concept of customer satisfaction outlined in 4.2, and the guiding principles set out in 4.3 provide the basis for effective and efficient processes for monitoring and measuring customer satisfaction.

4.2   Concept of customer satisfaction

Customer satisfaction is determined by the gap between the customer's expectations and the customer's perception of the product as delivered by the organization.

To achieve customer satisfaction, the organization should first understand the customer's expectations. These expectations might be explicit or implicit, or not fully articulated.

Customer expectations, as understood by the organization, form the primary basis of the product that is subsequently planned and delivered.

The extent to which the delivered product is perceived by the customer to meet or exceed expectations determines the degree of customer satisfaction.

It is important to make a distinction between the organization's view of the quality of the delivered product and the customer's perception of the delivered product, because it is the latter that governs the customer's satisfaction. 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 A.

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

4.3   Guiding principles

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

4.3.2 Integrity

The organization should ensure the correctness, completeness and relevance of data pertinent to customer satisfaction.

4.3.3 Relevance

The information derived from customer satisfaction data should be meaningful and useful.

4.3.4 Timeliness

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

4.3.5 Communication

The organization should ensure that customer satisfaction information is communicated to interested parties.

4.3.6 Continuity

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

4.3.7 Responsiveness

Customer satisfaction information should be used as a basis for action to support the organization's objectives.

4.3.8 Transparency

Relevant customer satisfaction information and resulting actions should be shared with customers.

4.3.9 Accountability

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

4.3.10 Commitment

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

4.3.11 Capacity

Sufficient resources should be made available for planning, operation, maintenance and improvement of the processes for monitoring and measuring customer satisfaction, and for managing them effectively and efficiently.

4.3.12 Improvement

Increased effectiveness and efficiency of the processes for monitoring and measuring customer satisfaction should be a permanent objective of the organization.

4 Framework for monitoring and measuring customer satisfaction

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

Planning includes determination of the methods of implementation, and the allocation of necessary resources (see Clause 6).

Operation includes identifying customer expectations, gathering and analysing customer satisfaction data, providing feedback for improvement and monitoring of customer satisfaction (see Clause 7).

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

5 Planning

5.1 Defining the purpose and objectives

As a first step, the organization should clearly define the purpose and objectives of monitoring and measuring customer satisfaction, which might, for example, include the following:

— to evaluate customer response to existing, new or re-designed products;

— 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 organisations.

The purpose and objectives influence what, when, how and from whom the data is gathered. They also influence how the data is analysed and how the information is ultimately to be used.

The objectives of monitoring and measuring customer satisfaction should be defined in a manner such that their fulfilment can be measured using performance indicators as specified by the organization.

5.2 Determining the scope and frequency

Based on the purpose and objectives, the organization should determine the scope of the planned measurement, in terms of both the type of data that is sought, and from where it is to be obtained.

The type of information gathered can range from data regarding a specific characteristic, to assessment of overall satisfaction. Likewise, the scope of assessment depends on the type of segmentation, such as:

— by customer,

— by region,

— by time period,

— by market,

— by product.

The organization should also determine the frequency of data gathering, which can be on a regular basis, on an occasional basis, or both, as dictated by business needs or specific events (see 7.3).

5.3 Determining implementation methods and responsibilities

Some information regarding customer satisfaction might be obtained indirectly from the organization's internal processes (e.g. customer complaints handling) or from external sources (e.g. reports in the media). Usually, the organization needs to supplement such information with data obtained directly from customers.

The organization should determine how customer satisfaction information is to be obtained, and who is responsible for that activity. The organization should also determine to whom the information is to be directed for appropriate action.