INTERNATIONAL STANDARD

ISO
10004

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

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

This second edition cancels and replaces the first edition (ISO 10004:2012), which has been technically revised.

The main changes compared with the previous edition are as follows:

— alignment with ISO 9000:2015;

— alignment with ISO 9001:2015;

— improved alignment with ISO 10001, ISO 10002 and ISO 10003.

Introduction

0.1   General

One of the key elements of organizational success is the customer's satisfaction with the organization and its products and services. 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, services, 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 document provides guidance to the organization on establishing effective processes for monitoring and measuring customer satisfaction.

The satisfaction of persons or organizations that could or do receive a product or a service from a public or a private organization is the focus of this document.

0.2   Relationship with ISO 9001

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

a)   ISO 9001:2015, 4.3, on the scope of the quality management system;

b)   ISO 9001:2015, 5.1.2, on customer focus;

c)   ISO 9001:2015, 6.2.1, on quality objectives;

d)   ISO 9001:2015, 8.2.1 c), on customer communication;

e)   ISO 9001:2015, 9.1.2, on customer satisfaction;

f)   ISO 9001:2015, 9.1.3, on analysis and evaluation;

g)   ISO 9001:2015, 9.3.2 c), on management review inputs;

h)   ISO 9001:2015, 10.1 on improvement.

This document can also be used independently of ISO 9001.

0.3   Relationship with ISO 9004

This document is compatible with ISO 9004, and supports its objectives through the effective and efficient application of customer satisfaction monitoring and measuring processes. ISO 9004 provides guidance to achieve sustained success of an organization. The use of this document (ISO 10004) can enhance performance in the area of monitoring and measuring of customer satisfaction to facilitate the achievement of sustained success. It can also facilitate the continual improvement of the quality of products, services and processes based on feedback from customers and other relevant interested parties.

NOTE   Apart from customers and complainants, other relevant interested parties can include suppliers, industry associations and their members, consumer organizations, relevant government agencies, personnel, owners and others who are affected by the customer satisfaction monitoring and measuring processes.

This document can also be used independently of ISO 9004.

0.4   Relationship with ISO 10001, ISO 10002 and ISO 10003

This document is compatible with ISO 10001, ISO 10002 and ISO 10003. These four documents can be used either independently or in conjunction with each other. When used together, this document,

ISO 10001, ISO 10002 and ISO 10003 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 A).

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

ISO 10001 and this document can be used together. Guidelines given in this document can support the establishment and implementation of codes of conduct. For example, the processes described in this document can assist the organization to monitor and measure customer satisfaction with these codes of conduct (see ISO 10001:2018, 8.3). 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- and service-related complaints. This guidance can help to preserve customer satisfaction and loyalty by resolving complaints effectively and efficiently.

ISO 10002 and this document can be used together. Guidelines given in this document can support the establishment and implementation of a complaints-handling process. For example, the processes described in this document can assist the organization in monitoring and measuring customer satisfaction with the complaints-handling process (see ISO 10002:2018, 8.3). 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 10003 contains guidance on the resolution of disputes regarding product- and service-related complaints that could not be satisfactorily resolved internally. ISO 10003 can help to minimize customer dissatisfaction stemming from unresolved complaints.

ISO 10003 and this document can be used together. Guidelines given in this document can support the establishment and implementation of a dispute-resolution process. For example, the processes described in this document can assist the organization in monitoring and measuring customer satisfaction with the dispute-resolution process (see ISO 10003:2018, 8.3). 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).

Collectively, ISO 10001, ISO 10002 and ISO 10003 provide guidance which can help to minimize customer dissatisfaction and enhance customer satisfaction. This document 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 document gives guidelines for defining and implementing processes to monitor and measure customer satisfaction.

This document is intended for use by any organization regardless of its type or size, or the products and services it provides. The focus of this document is on customers external to the organization.

NOTE   Throughout this document, the terms "product" and "service" refer to the outputs of an organization that are intended for, or required by, a customer.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements 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.

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

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

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
customer
person or *organization* (3.7) that could or does receive a product or a service that is intended for or required by this person or organization

EXAMPLE   Consumer, client, end-user, retailer, receiver of product or service from an internal process, beneficiary and purchaser.

Note 1 to entry: A customer can be internal or external to the organization.

[SOURCE: ISO 9000:2015, 3.2.4]

3.2
customer satisfaction
customer's (3.1) perception of the degree to which the customer's expectations have been fulfilled

Note 1 to entry: It can be that the customer's expectation is not known to the *organization* (3.7), or even to the customer in question, until the product or service is delivered. It can be necessary for achieving high customer satisfaction to fulfil an expectation of a customer even if it is neither stated nor generally implied or obligatory.

Note 2 to entry: *Complaints* (3.3) are a common indicator of low customer satisfaction but their absence does not necessarily imply high customer satisfaction.

Note 3 to entry: Even when customer requirements have been agreed with the customer and fulfilled, this does not necessarily ensure high customer satisfaction.

[SOURCE: ISO 9000:2015, 3.9.2]

3.3
complaint
<customer satisfaction> expression of dissatisfaction made to an *organization* (3.7), related to its product or service, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected

Note 1 to entry: Complaints can be made in relation to other processes where the organization interacts with the *customer* (3.1).

Note 2 to entry: Complaints can be made directly or indirectly to the organization.

[SOURCE: ISO 9000:2015, 3.9.3, modified — Notes 1 and 2 to entry have been added.]

3.4
customer service
interaction of the *organization* (3.7) with the *customer* (3.1) throughout the life cycle of a product or a service

[SOURCE: ISO 9000:2015, 3.9.4]

3.5
feedback
<customer satisfaction> opinions, comments and expressions of interest in a product, a service or a complaints-handling process

Note 1 to entry: Feedback can be given in relation to other processes where the *organization* (3.7) interacts with the *customer* (3.1).

[SOURCE: ISO 9000:2015, 3.9.1, modified — Note 1 to entry has been added.]

3.6
interested party
stakeholder
person or *organization* (3.7) that can affect, be affected by, or perceive itself to be affected by a decision or activity

EXAMPLE   *Customers* (3.1), owners, people in an organization, providers, bankers, regulators, unions, partners or society that can include competitors or opposing pressure groups.

[SOURCE: ISO 9000:2015, 3.2.3, modified — Note 1 to entry has been deleted.]

3.7
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO 9000:2015, 3.2.1, modified — Note 2 to entry has been deleted.]

4 Concepts 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 or service as delivered by the organization, and of aspects related to the organization itself.

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 products and services that are subsequently planned and delivered.

The extent to which the delivered product or service and other organizational aspects are 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 or service and the customer's perception of the delivered product or service and of other organizational aspects, 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 B.

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 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.

5 Framework for monitoring and measuring customer satisfaction

5.1 Context of the organization

In planning, designing, developing, operating, maintaining and improving of processes for monitoring and measuring customer satisfaction, the organization should consider its context by:

— identifying and addressing external and internal issues that are relevant to the organization's purpose and that affect its ability to achieve the objectives of monitoring and measuring customer satisfaction;

— identifying the interested parties that are relevant to monitoring and measuring of customer satisfaction, and addressing the relevant needs and expectations of these interested parties;

— identifying the scope of the processes for monitoring and measuring customer satisfaction, including their boundaries and applicability, and taking into account the external and internal issues and the needs of interested parties noted above.

5.2 Establishment

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.

Planning, design and development 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).

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.

As defined in ISO 9000:2015, 3.7.9, risk is the effect of uncertainty, which can be negative or positive. In the context of customer satisfaction monitoring and measurement, an example of a negative effect is insufficient survey response rate resulting from intrusive questioning, and an example of a positive effect is that the organization reconsiders the resources associated with the monitoring of customer satisfaction as a result of a review of the related process. These risks can be addressed by reviewing the allocation and deployment of resources leading to the improvement of customer satisfaction measurement and monitoring methods.

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.

6 Planning, design and development

6.1 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:

— 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;